

# The NATIONAL UNDERWRITER

*Life Insurance Edition*

1



*"I'm a Successful Continental American  
Field Representative for 3 Good Reasons:-"*

**1.** "I'm the Type of Man Who Can Meet and Sell the Preferred Class of Buyers—the Ones Who Buy the Larger Amounts. I've proved that now. But the hardest thing I had to do was to get the job. They said then and I know it now that they are looking only for a limited number of men of a certain type—those who have the stuff to succeed in selective life insurance selling—for life."

**2.** "I Received a Thorough Training on a Definite Sales Program. The training was not hard—but it was thorough and sound and sensible. When I went out I was confident because I was prepared."

**3.** "I'm Paid Unusually Well and Have Been from the Start. Continental told me when I was first interviewed that their compensation plan has always favored men who are successful. That's why they are so careful in choosing them. I had never been in the life insurance business. Their compensation plan during my first two years appealed to me and it certainly has proved to be sound. It helped me get established. I'm making out because I have always had a feeling of security and I've seen older men with the Company do just what I'm doing—make real money—and then retire well fixed."

*"These are the reasons I'm happy—the reasons I'm going places with Continental American"*

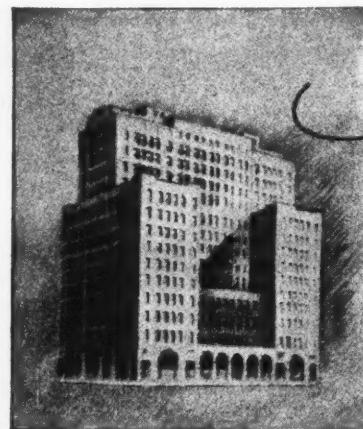


CONTINENTAL AMERICAN  
LIFE INSURANCE COMPANY  
WILMINGTON, DELAWARE  
MAX S. BELL, Vice-President

1st CONVENTION DAILY

WEDNESDAY, SEPT. 13, 1944

GEORGE SHELLEY, METROPOLITAN MANAGER



DETROIT, MICH.

The MACCABEES  
60 East 42nd Street  
NEW YORK, N.Y.

- 1** 1% Income disability on all plans except term.
- 2** Double indemnity pays up to \$250 per month to insured for 10 years for certain accidents in addition to usual coverage.
- 3** Dismemberment settlement pays up to \$5,000 for accidental loss of each hand, eye or foot.
- 4** Disability settlement available to male, female — standard, substandard.
- 5** 3% Interest guaranteed on options and dividend accumulations.
- 6** Single premium on all plans, limited to \$100,000—some single premiums maturing in a short term.
- 7** Discounted premiums on all plans to maturity at 3% compound interest.
- 8** 66 years old, 235 millions in force. 60 million assets — operating in 43 states.
- 9** General Agency Opportunities Available in Westchester, Long Island, New Jersey, Connecticut and Rhode Island.

CONNECTICUT OFFICE 129 CHURCH STREET, NEW HAVEN

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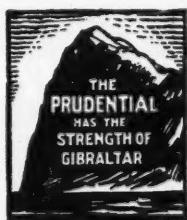
# *3,000,000 New Customers*

Against a normal of two million annually a short while ago, there will be over three million babies born in the U. S. A. this year. Keep your eye on these new arrivals in your field of operations.

Right now these three million helpless infants and their mothers furnish urgent reason for writing fathers for larger amounts.

And pretty soon these youngsters will be able to sign on dotted lines, taking the places of their daddies and grand-daddies who are our clients today. This is the never-ending replacement opportunity in our business of insuring lives.

# **THE PRUDENTIAL HAS POLICIES FOR ALL THESE FAMILY NEEDS**



**The PRUDENTIAL**  
**INSURANCE COMPANY OF AMERICA**  
A mutual life insurance company  
**HOME OFFICE**      **NEWARK, NEW JERSEY**

*for . . .*

# life



*occidental  
Life*

INSURANCE COMPANY OF CALIFORNIA

V. H. JENKINS, Vice President

\* Your renewals stop *only* when you do

# Great Throng at Detroit Convention

## Political Aspects of Convention Are Subdued This Year

### No Contest for Capital Offices—12 Candidates For Trustees

With no contest existing for capital offices in the National Association of Life Underwriters, the political aspects of the Detroit convention are greatly subdued. There are 12 candidates in the field for nine trustee positions—six two-year and three one-year terms and the campaign managers of these candidates are taking nothing for granted. The election session of the national council is set for Thursday afternoon.

#### Andrews All Set

William H. Andrews, Jr., home office general agent of Jefferson Standard Life of Greensboro, is, of course, slated to be elevated to the presidency to succeed Herbert A. Hedges, Equitable Life of Iowa, Kansas City, and Clancy D. Connell, Provident Mutual, New York, is destined for the vice-presidential spot, advancing from secretary. Philip B. Hobbs, Equitable Society, Chicago, is unopposed for the office of secretary, and Walter E. Barton, Union Central, New York, will be reelected treasurer.

#### Paul Dunnavan Withdraws

Paul H. Dunnavan, Canada Life, Minneapolis, for whom a campaign for reelection as trustee had been organized, let it be known at Detroit that he had withdrawn from the race.

The trustee candidates are:

**Jul B. Baumann, Pacific Mutual, Houston.**

**Hugh S. Bell, Equitable Life of Iowa, Seattle.**

**Judd C. Benson, Union Central, Cincinnati.**

**Manuel Camps, Jr., John Hancock Mutual, New York.**

**E. Dudley Colhoun, Shenandoah Life, Roanoke.**

**Carleton W. Cox, Metropolitan Life, Paterson, N. J.**

**Wayman Dean, Life & Casualty, Jacksonville, Fla.**

**E. J. Dore, Berkshire Life, Detroit.**

**A. C. Duckett, Northwestern Mutual Life, Los Angeles.**

**W. K. Niemann, Bankers Life of Iowa, Des Moines.**

**Clifford Orr, National Life, Philadelphia.**

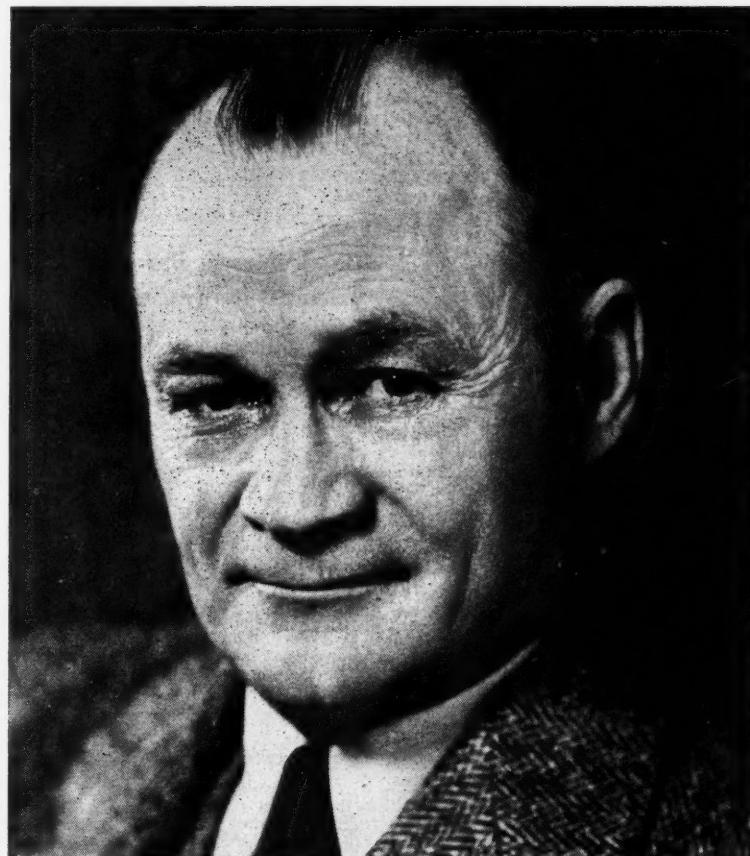
**Louie Throgmorton, Aetna Life, Shreveport, La.**

Of that group Baumann, Benson, Dore and Orr are up for reelection.

That Mr. Niemann is a candidate had not been publicized previously and the news that he is in the field did not circulate until this week at Detroit.

The statement that there are nine trustee positions to fill is based on the assumption that Mr. Hobbs will be elected secretary. He was elected trustee last year for a two-year term and if he advances to secretary, there will be the remainder of his term as trustee to fill. The other one-year terms were created

## Presides as N.A.L.U. Sessions Open

**HERBERT A. HEDGES**

Equitable Life of Iowa, Kansas City, President National Association of Life Underwriters

when Mr. Connell, who had been elected trustee last year, was named secretary to take the place of W. W. Hartshorn when the latter became superintendent of agencies of Metropolitan Life, and when C. W. Wyatt resigned as trustee because of his election as vice-president of John Hancock Mutual Life.

The committee on elections was faced with several difficult problems, for the solution of some which it seemed actuarial advice would be needed.

The by-laws provide that the nominating committee, which this year is headed by Claude Jones, Connecticut Mutual, Buffalo, shall bring in the names of not less than seven and not more than nine for trustee positions. That by-law, it is assumed, was designed with the normal situation in mind of six trustee positions to be filled. However, the prevailing opinion at the moment is that the by-law is so worded as to cover all situations and the nominating committee this year may not submit more than nine names. If that is done, there will undoubtedly be nominations from the floor at the council meeting.

#### Question on Voting

Another problem is how many candidates a council member may vote for. The decision early in the week was that he may vote for but six even though there are nine places to fill. The three candidates getting the fewest number of votes would then get the one-year terms. Here is where actuarial advice would be valuable.

## Cleveland Group Reveals Survey on Compensation

Representatives of the Cleveland association showed to the trustees Monday a series of slides which tabulate the results of a survey that was conducted among the full time ordinary agents of that city as to earnings, amount of time devoted to service work, income from outside sources such as general insurance, etc. The Cleveland group made this study as a contribution to the research in the field of agents compensation. It was done under the direction of Henry E. Haiman, Northwestern Mutual, chairman of the general agents advisory committee in Cleveland.

able. Theoretically it is possible that six candidates might get all the votes and the rest, none. Or it might conceivably be even Steven for everybody.

#### Speculation As To 1945

There is already speculation as to the likely candidate for secretary in 1945. Interest centers in that position because normally it leads to the presidency. Most prominently mentioned are Baumann and Benson.

The electioneering is being conducted sedately with an absence of buttons, banners or lapel flowers. Most of the campaign managers have a room where a fellow could get a drink and if he has a

## New Attendance Record is in Sight For N. A. L. U.

### First Convention Session Dramatic—Many Side Attractions Scheduled

Reflecting the day's high level of life insurance sales and the interest that exists in the field in the great social, political and economic questions of war and reconversion, the Detroit annual convention of the National Association of Life Underwriters, the opening session of which was held Wednesday morning, promises far to surpass in attendance any previous meeting. The record registration up to this year was 2,240 at the St. Louis golden anniversary meeting in 1939. But by late last week reservations had been made for hotel accommodations for 1,800 persons in Detroit and the hotels across the river at Windsor in Ontario are filled. Registrations of Detroiters and others from nearby points are certain to swell the total so as to outdistance the St. Louis record. More than 250 who sought to make hotel reservations could not be accommodated.

Last year at Pittsburgh there were reservations for 900 in the hotels and the convention registration was 1,400.

There are some 200 Canadians on hand and there are more than 250 company home office people here. And emanating from this record throng is a buoyant spirit springing from the current good times for life insurance.

#### Week's Pattern Altered

The pattern of convention week was altered and the old-timers were thrown off their routine. For instance Monday which is usually a busy day with the national council holding morning and afternoon sessions, this year was dull, the main activity being the trustees meeting throughout the day and the dinner of state association presidents. There was little of an official nature that day to occupy the rank and file. Usually a large element arrives Sunday to be in readiness for the council meeting Monday and then the Million Dollar Round Table group arrives Sunday evening from their pre-convention outing. This year only a scattering of conventionees arrived Sunday and none of the millionaires were on hand because this time it is to be a post convention outing at Gratiot Inn near Port Huron this week-end.

Incidentally there will be nearly 200 at the outing. That is the capacity of the hotel. Usually Gratiot Inn closes for the season before this, but the management agreed to stay open for the millionaires.

#### Council Meeting Tuesday

In the past, Tuesday has been the day for the Million Dollar Round Table to hold forth, as well as the general agents and managers and the women underwriters. But at Detroit that was the day for the national council meeting. This was an especially spirited gathering. President Herbert A. Hedges in emphatic, staccato

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bottle that had a green stamp over the cork it could be a fellow would go there.

The nominating committee with all members present, held its first meeting Sunday afternoon after a slight delay due to the fact that Mr. Jones came by water and the boat was late. Another meeting is scheduled for Wednesday afternoon.

## Rely More on State Units as N. A. L. U. Gains in Size

### Keen Interest Shown In Dinner Meeting for State Association Presidents

With the N. A. L. U. attaining new membership peaks each year, and hence less able to attend to local matters in an intimate manner the state organizations assume increasing importance, a number of commentators observed at the dinner meeting for state association officers Monday evening that drew an attendance of nearly 100. James E. Rutherford, executive vice-president of the National association, who closed the session, commented that there is much opposition to increasing centralization in the national government and that the N. A. L. U. is seeking to direct more attention to the local units. Philip B. Hobbs, Equitable Society, Chicago, as chairman of the committee on state associations presided, and kept the discussion moving in an animated manner until late in the evening. Following a roll call by states, he said there were more of them represented than at any previous meeting.

#### Grass Roots Approach

Oren D. Pritchard, Union Central, Indianapolis, commended the grass roots approach in legislative work. It pays, he said, to know the business men, the attorney, the fire insurance agent, with whom the legislator deals. It pays to know the candidate before he is elected, to sound out his attitude on life insurance.

Stacey Webster, Provident Mutual, Pittsburgh, was introduced as chairman of the general agents and managers section and took a bow.

#### Message from Hedges

President Herbert A. Hedges said that the N. A. L. U. membership and finances are at an all time high. He said the state associations are indispensable in legislative affairs. What is needed, he declared, is a central point at which pending legislation can be analyzed and which can send the members forth to champion favorable measures or oppose those that are undesirable. Much can be done in the line of constructive legislation. For instance the laws could be changed in a number of states that prevent the investment in life insurance funds of the estates of

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## New Examination Board Set Up by American College Decide Saturday on Place for Mid-Year Parley

A new examining board headed by Irvin Bendiner, New York Life, Philadelphia, was created by the American College of Life Underwriters at the annual trustees meeting in Detroit. The new board is charged with the responsibility, in cooperation with the dean, to establish the policies of the college concerning the preparation of study program, material and reading lists; preparation and grading of the examinations, and the procedures to be followed. In order that the examination board might fairly represent all groups interested in educational and professional progress in life underwriting, three of its members were selected from officers of the American College, three from holders of the C. L. U. designation actively engaged in the business, two from home office officials of life companies, and one from the teaching faculty of a cooperating university.

#### Membership of New Board

In addition to Mr. Bendiner, the board includes: Laurence J. Ackerman, dean school of business University of Connecticut; James Elton Bragg, New York general agent Guardian Life; Dr. S. S. Huebner, president American College of Life Underwriters; Dr. David McCahan, dean American College of Life Underwriters; Earl R. Trangmar, field training division Metropolitan Life; Ben H. Williams, director of training Mutual Life of New York; John P. Williams, director educational advisory department American College of Life Underwriters; and Lawrence C. Woods, Jr., Pittsburgh, general agent Equitable Society.

The following trustees were reelected for three year terms: O. J. Arnold, president Northwestern National Life; George H. Chace, vice-president, Prudential; Theodore M. Riehle, New York general agent Equitable Society; and Seaborn T. Whatley, vice-president Aetna Life. Paul W. Cook, Chicago general agent Mutual Benefit Life; Dudley Dowell, vice-president New York Life, and J. Roger Hall, vice-president and manager of agencies Mutual Life of New York, were elected as new members for three year terms.

Julian S. Myrick, vice-president Mutual Life of New York, is chairman, and William M. Duff, Pittsburgh general agent Equitable Society, is vice-chairman.

T. M. Riehle, twice N. A. L. U. president, made the trip by air. He left Wednesday for Chicago and Davenport where he will visit before returning to New York and Equitable Society.

The new officers and board of trustees at their meeting in Detroit Saturday will decide on the place for holding the mid-year meeting of the N. A. L. U. national council next spring. Invitations have been presented by Omaha, Indianapolis and Roanoke. The Indianapolis group, it is understood, has discussed the idea of withdrawing their invitation in behalf of Omaha.

The Omaha people are particularly eager to be hosts. There are 22 in Detroit from that city. Lee Wandling, Equitable Society, will make the presentation before the trustees Saturday assisted by John Carr, Equitable Society, president Omaha association, and Ben Gadd, Guaranty Mutual Life, Lincoln, president, Nebraska state association.

#### Big Jefferson Standard Turnout for Andrews

Jefferson Standard Life is especially well represented in honor of William H. Andrews, Jr., home office general agent who is scheduled for election as N. A. L. U. president. The home office contingent includes: President Julian Price; Executive Vice-president Ralph Price and Mrs. Price; Karl Ljung, agency manager; M. A. White, and J. M. Bryan, vice-presidents, and R. B. Taylor, superintendent of agents.

The eight Jefferson Standard men who are members of the Million Dollar Round Table are at Detroit as guests of the company.

There will be a dinner Wednesday evening and a "family" get-together in President Price's suite Thursday evening.

Mr. Andrews is accompanied by Mrs. Andrews and their son, Bill, who is in school near Philadelphia.

#### Northwestern Nat'l Delegation

Northwestern National has on hand from the head office W. R. Jenkins, sales director; Alan Kennedy, assistant to the president; W. F. Grange, agency director; Carl A. Peterson, supervisor of agencies, and Harry E. Atwood, agency secretary.

#### Manufacturers Life Group

The head office group from Manufacturers Life includes A. Kinch, manager of agencies; H. B. Berwick, superintendent of field service, and J. Alan Broadbent, inspector of agencies.

## Council Wants Two Candidates for Secretary Presented

### Also Favors Change To Allow More Trustee Nominations

While the Los Angeles proposal for election of trustees by districts was turned down, several changes in election procedure were recommended at the national council meeting Tuesday, the most important points being an increase in the number of trustee candidates that may be recommended by the nominating committee and of even greater interest, a suggestion that at least two candidates be nominated for secretary. The details of the proposed changes are to be worked out by the by-laws committee and reported by it for action at the mid-year meeting.

#### "No Limit" Provisions Opposed

The report of the special committee on election of trustees, headed by Sidney Wertimer, Prudential, Buffalo, who is also chairman of the by-laws committee, recommended that there be no limit on the number of trustee candidates nominated. E. T. Proctor, Northwestern Mutual, Nashville, objected that this would mean that the committee would have to bring in every candidate proposed or say that anyone not recommended was not a fit person.

His first suggestion was that the committee should nominate not more than twice the number of trustees to be elected but when Mr. Wertimer explained that the details along this line really are a matter for the by-laws committee, Mr. Proctor offered an amendment merely providing that there should be a limit on trustee nominations, which was adopted.

Lester Becker, Lincoln National, St. Louis, said one of the purposes of the Los Angeles proposal was to reduce political activity, while the committee's recommendation would likely result in an increase. Mr. Wertimer said it is impossible to avoid politics, unless it would be by a mail vote, which is impracticable for many reasons.

#### Three Points on Picking Trustees

The report presented by Mr. Wertimer was prepared as a result of an all-day meeting held by his committee Sunday, at which proponents and opponents of the Los Angeles proposal were heard. He

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## National Council Opens in Detroit in Colorful Session



## Morse Emphasizes Need for Keeping the Score

"You can't tell where you are going unless you keep the score," Franklin A. Morse, Northwestern Mutual Life, South Bend, Ind. declared before the first general session, emphasizing the need for keeping records.

"I firmly believe that in selling life insurance, 90% of our effort should be on ourselves—getting us to do the things we know we should do—and 10% on the prospect. That is why I keep records!

"Some are born salesmen, some have to be made; but we in life insurance sales must be managers as well as salesmen. Therefore, we must have that extra something to watch ourselves as well as do the selling job to be successful. That's our problem," Mr. Morse emphasized.

"Records are as important to an agent as a cash register is to a merchant, or a complicated tabulating machine is to the great manufacturer or sales organization," Mr. Morse declared.

"Now get this straight. I don't keep records because I like to. If I could find any other simpler method, I would use it. But records are the only way I have found to tell me my score."

### Just Simple Arithmetic

"Certainly all of us know that if we work four hours a day and write \$100,000 of insurance, we should be able to sell \$200,000 if we work eight hours. This is simple arithmetic and, because we all can use the additional commission, there are two conclusions to be drawn—either we haven't the guts to work the eight hours, or we haven't the brains to organize ourselves. Some of us are already working eight hours and only selling \$100,000. So what? Assuming we cannot work longer hours to increase our income, we must increase the quality of our work by organizing ourselves.

"Little worthwhile was ever attained except through honest hard work, so I started this business the hard way—putting in the hours and making the calls. I was told a formula had been worked out called 40-40-14-and-1 . . . work 40 hours a week, make 40 calls; you would have 14 interviews, and one sale would result. So I decided to try to make more calls than 40, and I have never found this hard to do. My 11-year average is 62.5 calls per week and 36 interviews. After all, it is the interview that counts."

### Telephone Saves Time

"In 1941, I began using the telephone to make appointments and I find that in the three years since, I have cut my average weekly calls to 45.7 but my interviews are 34.1. The telephone has saved me a lot of footwork. Also by making definite appointments, better interviews have resulted."

"For some of us, maybe this is all we need to do—work a little harder or longer hours to increase our production. However, many of us are interested more in improving the quality of our operations than in greater quantity; and here, again, records tell the story."

"The \$1,000,000 producer is not 10 times as good as the \$100,000 men—but he is just enough better to make the difference between the top of the ladder and a lower rung."

"The \$1,000,000 man doesn't spend 10 times as many hours in the field, nor see 10 times as many people, nor study 10 times as hard, nor have an interview 10 times as often; but at each of these points he has improved himself just a little—and the sum total of all of these little differences makes the big difference between \$100,000 and \$1,000,000."

### Only Narrow Margin

"The margin between success and mediocrity is very narrow. Therefore, it is pretty smart to study our little differences to improve them," Mr. Morse declared.

"There are some records that I have found valuable; they have many times told me the answer to my shortcomings, and invariably the answer has been —

## Nominating Committee Head Has Heavy Job

Both responsible and onerous is the task of Claude C. Jones, Connecticut Mutual Life, Buffalo, who is chairman of the N.A.L.U. nominating committee. Most of the committees have completed their work for the year long before the annual meeting, but Mr. Jones and the members of his committee are still holding frequent sessions and are among the busiest people at the convention. Their work will not be finished until the committee submits its report at the election session of the national council Thursday afternoon.



Claude C. Jones

### Master Prospect File

Mr. Morse has a master file of prospect cards divided into three parts: Active (about 400 cards), inactive or dead (about 1,400), and to-be-cultivated (about 500). The active cards are kept in the usual month-to-month division with the current month divided 1-31. At the first of each month, he sets up the cards to be seen that month, trying to arrange calls in different parts of the town to be made on the same days to save time and gasoline.

He uses a plain ruled 3x5 prospect card, punched to go into a small binder. When he gets a new prospect, he enters as much pertinent information as he can get; and after each interview, he dictates to his secretary (who fills them in in longhand to conserve space) additional data and date. He carries these cards with him. They are the complete story of that individual or business and are invaluable for reference. "The prospect card makes it possible for me to carry on from where we left off at the last interview, to sell a need that was uncovered at some previous interview, or to get additional data to establish his problem. It eliminates much repeating and reviewing—a timesaver which we are all interested in these days," he pointed out.

### Records Next Appointment

"I try to get a prospect to tell me when to see him next, unless I have an age change or other propitious time in my own mind. This goes on the record and

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## Business Urged to Help Keep Service Cover in Force

### Veterans Administration Official Says Aid of Agents Essential

Life insurance through its effective agency system was urged to help the government in its responsibility in urging returning veterans to keep their National Service Life in force in a talk by Harold W. Breining, assistant administrator Veterans Administration, Washington, before the National Council's meeting. As soon as the demobilization rate is accelerated, the Veterans Administration will have to depend mainly on mail to explain the value of retaining this coverage and converting it to permanent plans, Mr. Breining pointed out. While the government recognizes its responsibility, those not directly connected with governmental activities also have a patriotic responsibility to aid the returning veterans, he declared.

Since the passage of the National Service Life Insurance act in 1940, over 16 million policies have been written, aggregating an amount in excess of 121 billions of insurance. This amount is roughly 85% of the total of life insurance in force with all private insurers in the U. S., he pointed out.

### Must Retain Insurance

Emphasizing the tremendous economic and social benefit which can accrue from the continuation in force of the greatest possible amount of this insurance, Mr. Breining declared "the soundest step which a service man can take upon his return to civilian life is the continuation or reestablishment of an insurance program which is consistent with his family

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N. A. L. U. TRUSTEES IN SESSION AT BOOK-CADILLAC, DETROIT, SUNDAY:

Left to right around table: Lawrence Baker, Washington counsel; Maxwell L. Hoffman, managing director J. Stanley Edwards, Aetna Life, Denver, former president; Julian S. Myrick, second vice-president Mutual Life, former N. A. L. U. president; Clifford H. Orr, National Life, Philadelphia; Paul H. Dunnavan, Canada Life, Minneapolis; Phillip B. Hobbs, Equitable Society, Chicago; Steacy Webster, Provident Mutual, Pittsburgh; Clancy D. Connell, Provident Mutual, New York, secretary; Walter E. Barton, Union Central, New York, treasurer; James E. Rutherford, executive vice-president; Herbert A. Hedges, Equitable Life of Iowa, Kansas City, president; William H. Andrews, Jr., Jefferson Standard, Greensboro, vice-president; Grant Taggart, California-Western States Life, Cowley, Wyo., former president; Wilfrid E. Jones, executive secretary; Jul Baumann, Pacific Mutual, Houston; Ernest A. Crane, Northwestern Mutual, Indianapolis; Ralph W. Hoyer, John Hancock Mutual, Columbus; Judd C. Benson, Union Central, Cincinnati; E. W. Baker, John Hancock, Louisville; Sidney Wertimer, Prudential, Buffalo; E. J. Dore, Berkshire Life, Detroit; W. W. Hartshorn, superintendent of agencies, central territory, Metropolitan Life, former secretary.

**THE FRASER AGENCY**

Connecticut Mutual Life Insurance Co.  
Hartford, Conn.  
JOHN M. FRASER, General Agent  
Main Office B'Arcley 7-9300  
149 Broadway Uptown Office LOnagre 5-6990  
1440 Broadway New York

**MANUEL CAMPS, JR.**

General Agent



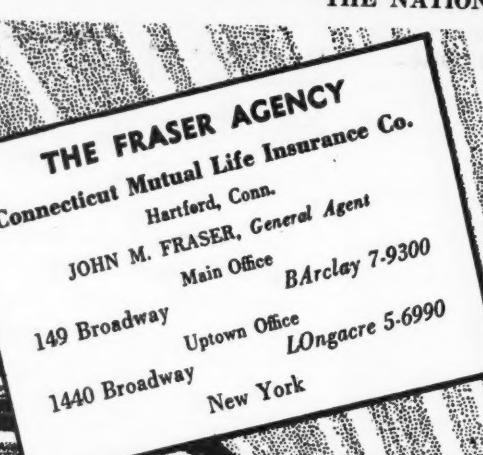
Suite 601, 110 E. 42nd St., New York

MURRAY Hill 3-8260-1-2

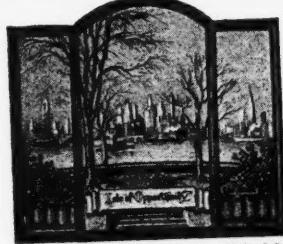
**THE CHARLES B. KNIGHT AGENCY, INC.**

General Manager

The Union Central Life Insurance Company

225 Broadway New York, N.Y.  
WALTER E. BARTON, Pres.  
PAUL S. RANCK, Vice-Pres.-Treas.**CLIFFORD L. McMILLEN**

GENERAL AGENT



Aetna Life Insurance Company

R. H. KEFFER

General Agent

151 William Street, New York

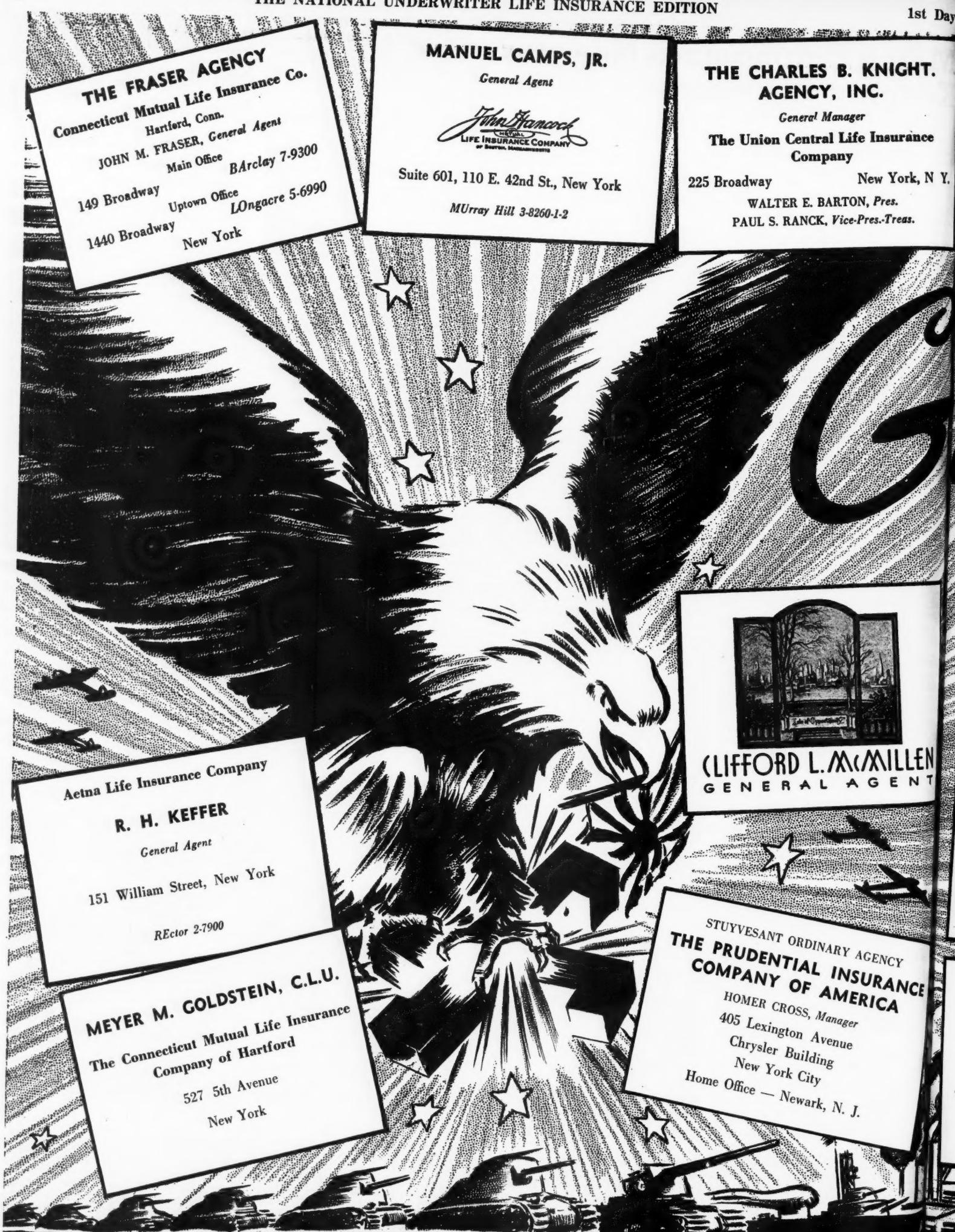
REctor 2-7900

**MEYER M. GOLDSTEIN, C.L.U.**The Connecticut Mutual Life Insurance  
Company of Hartford  
527 5th Avenue  
New YorkSTUYVESANT ORDINARY AGENCY  
**THE PRUDENTIAL INSURANCE  
COMPANY OF AMERICA**

HOMER CROSS, Manager

405 Lexington Avenue  
Chrysler Building  
New York City

Home Office — Newark, N.J.



1st Day

1st Day

NATIONAL LIFE CONVENTION DAILY, SEPTEMBER 13, 1944

7

GHT.  
urance  
York, N. Y.  
s.  
Treas.

### THE JULIUS M. EISENDRATH AGENCY

The Guardian Life Insurance Co.

1800 Empire State Building

New York 1

*Chickering 4-4400*

### THE C. PRESTON DAWSON AGENCY

New England Mutual

527 5th Avenue

New York

*MURRAY HILL 3-1460*

### OSBORNE BETHEA

General Agent

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New York City

**THE BEARDSLEE AGENCY**  
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*BEEKMAN 3-4828*

### GEORGE P. SHOEMAKER, C.L.U.

General Agent

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New York

*COrtlandt 7-7345*

### K. A. LUTHER & CO.

General Agents

K. A. LUTHER

L. W. SECHTMAN

Aetna Life Insurance Company

Lincoln Building

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New York

*MURRAY HILL 2-0200*

### THE DOREMUS - BRAGG AGENCY

FREDERIC S. DOREMUS

JAMES ELTON BRAGG, C.L.U.

Managers

The Guardian Life Insurance Company  
of America

Home Office Agency

Downtown Office  
60 John Street

50 Union Square



The Mutual Benefit Life Insurance Co.

### ARTHUR V. YOUNGMAN

General Agent

135 Broadway, New York City

*RECTOR 2-8666*

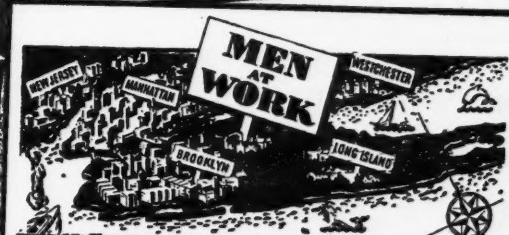
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## Membership at All-time High, Hedges Reports At Opening Session

### N.A.L.U. Activities Geared to Aid Agent On Firing Line

Membership of the National Association of Life Underwriters is at an all-time high mark of 33,322 with 391 local and 40 state associations, President Herbert A. Hedges, Kansas City general agent Equitable Life of Iowa, announced in his report to the first general session.

Pointing out that the privilege and opportunity of the association lies in the service it can render to members and their policyholders, Mr. Hedges said the National association has sincerely tried to gear its plans and activities closer to the individual agent on the firing line "but we must nevertheless continue to expect your increased participation in our councils if we are to most effectively execute the responsibilities of the offices with which you have charged us."

#### Year of Decision

In this year of decision perspectives have become disturbed and thinking muddled and confused. Mr. Hedges said. "Problems unprecedented in their complexity have confronted us but we have individually and collectively exerted our energies toward their equitable solution."

Although life insurance has proved to be "one of the greatest investments in war to restore peace" and the average family life insurance protection has risen to \$4200 the impressive volume of life insurance in force still barely represents

(Continued on Page 36)

## Troy, N. Y., Texas Win Awards for Member Gains

The converted Charles Jerome Edward Trophy for local association membership increase was awarded this year to Troy, N. Y. The two factors of percentage increase and numerical gain are given equal consideration in making this award. Others in the first 10 on the basis on which this trophy is awarded were Paducah, Ky.; Columbus, Ga.; Charlotte, N. C.; Burlington, N. C.; Wichita Falls, Tex.; Cincinnati, Monmouth, N. J.; Dallas and Valley Grande, Tex.

The Philadelphia Award, presented each year to the state association showing the largest increase, figured on the same basis, was won by Texas. In second place was North Carolina with 206.16, and Ohio came in third.

New York now has the largest state association, with 3,200 members June 30. Illinois is a close second with 2,665. Chicago continues as the largest local association with 1,837 members and New York City is second with 1,692.

Each of the 11 districts showed a gain in membership during the year. District 9 (Arkansas, Louisiana, Oklahoma, Texas) under John P. Costello showed the largest percentage gain (38.94) as well as the largest numerical gain—713. E. Dudley Colhoun in District 4 (North Carolina, Tennessee, Virginia, West Virginia) was a close second with a percentage gain of 25.93 and a numerical gain of 566.

New state associations have been organized in Louisiana and Wyoming.

#### J. Harry Wood Early Arrival

J. Harry Wood, vice-president of the Massachusetts Protective companies of Worcester, arrived on the scene Sunday.

## Majority of N.A.L.U Want to Be Included Under SS Act

### Oppose Extension of Benefits and Increasing Present Monthly Limit

A majority of the members of the National Association of Life Underwriters desire to be included under the present social security act and are of the opinion that the social security system in its present form is practicable, it is pointed out in the report of the sub-committee on social security presented to the national council by Chairman Judd C. Benson, Union Central, Cincinnati.

Three questionnaires were used to determine the attitude of association members on various aspects of social security, one being sent to the 889 members of the national council, another to members of the Illinois association and a third covering several eastern associations.

The general consensus is that all workers gainfully employed should be included under the social security act. Strong opposition was expressed to increasing maximum benefits over the present \$85 a month limit. It is also felt that it is not the proper function of the federal government to provide additional benefits beyond the present old age and survivors coverage with the possible exception of total and permanent disability coverage. National association members are almost unanimous in their opinion that legislation providing broad additional benefits which will impose an estimated tax of 6% on employer and employee should not be enacted. Regardless of their personal attitude toward social security, it is felt that it will have an unfavorable effect on individual initiative and thrift.

The average age of life field men is 46

years, and these men have been engaged in life insurance for an average period of 17 years, the survey points out.

Of the members answering the questionnaires, 57% have dependent children at the present time.

The combined results do not give a clear cut answer to the percentage of the members who are presently covered by the social security act. The Illinois report indicates that 57.2% are covered, whereas the National association council report indicates that 43.1% are covered. The Rutherford report indicates that 54% of the membership in typical eastern associations is covered. The committee is led to conclude that at least 48% and not more than 52% of the National association members are currently covered. Certainly less than one-half of the agents are covered (probably not over 35%) and less than 10% of the general agents are included. More than 85% of those engaged as managers, superintendents, supervisors, assistant managers and assistant superintendents are covered.

#### Report on Retirement Plans

Results indicate that life companies have provided retirement plans for 75% to 80% of the membership of the National association and that company retirement plans have been provided for at least 85% of the agents.

The survey shows that 75% of the members of the National association feel that life agents should be covered under the present social security act. That opinion is shared in almost equal percentage by members in all the various employment categories. Of the Illinois membership 84.6% feel that life agents should be covered, while the National association (Continued on Page 32)

★ ★ ★ ★ ★

*Greetings from the*

**STATE MUTUAL LIFE ASSURANCE COMPANY**

OF WORCESTER, MASSACHUSETTS

INCORPORATED 1844

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The Life Insurance fraternity has given generously of its membership to the armed forces of the United States.

With high respect we salute each and every one of them. God speed the day when they shall return home victorious.

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**THIS IS STATE MUTUAL'S SEVENTY-FOURTH YEAR IN DETROIT**

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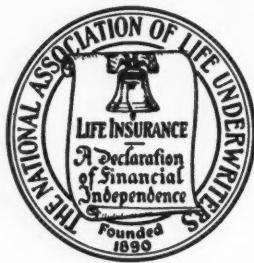
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**It is right and fitting that the Life Underwriters of America should be banded together in an influential and compact organization whose primary objectives include (1) Better Life Insurance service to the public; (2) More efficient merchandising of the Life Insurance product, and (3) The strengthening of the American Agency System.**

**Organized field activity which promotes a better understanding of Life Insurance by the public . . . which stabilizes the field operations of the companies . . . which furnishes a systematic and standardized program of Life Underwriter education . . . and which promotes a spirit of friendly competition and healthy relationship with fellow underwriters is definitely helpful to the Life Insurance business as a whole and makes a very real contribution to the progress of the industry.**

**It can be truly said that without the National Association of Life Underwriters the Life Insurance business today would not have the public acceptance nor the financial standing which it now enjoys.**

**Believing these things, Commonwealth encourages its underwriters in the field to become active Association members.**



## COMMONWEALTH LIFE INSURANCE COMPANY OF LOUISVILLE

MORTON BOYD, President

## War Bond Meeting Reviews Big Role Life Men Played

### Importance of Great "Backlog" of Money Stressed

In opening the big war bond meeting Tuesday night, W. H. Andrews, Jr., Jefferson Standard, Greensboro, N. C., vice-president of the National association and chairman of its war bond committee told of the outstanding part the life men of the nation have played in the war financing program, and thanked all of those who have aided in making the effort such a stupendous success.

He emphasized the importance of the great "backlog" of money that has been accumulated. "This money would have been terrifically dangerous money," he said, "had we not had the greatest program the world has ever known to funnel this money into war bonds and life insurance, where it would not burn the pockets of the people but would serve them in time of real need."

This means, he said that the nation will enter the post-war period with a different viewpoint as to savings from that which prevailed a few years ago. He said this has a very important bearing on the life insurance business and while there will be much competition for post-war dollars, he expressed the belief that the automobile and washing machine salesmen are in for a few surprises and disappointments.

### Over 81 Million Buyers

There are 81 million different U. S. bond owners holding over 700 million separate bonds. Ralph G. Engelsman, director payroll savings War Finance Division, Washington, and New York City general agent Penn Mutual Life, on leave of absence, reported. These 81 million bond holders represent more people than are reported to have income, he pointed out.

In the last war loan 72 million separate bonds were sold, registered and delivered. This represents more pieces of paper than could actually be printed if the bureau of printing and engraving presses had run and printed only bonds for 24 hours a day during the period of that drive.

The most persistent and most substantial buyers, however, are the workers who buy through the payroll savings plan. From these men and women who receive their weekly pay envelope comes the bulk of our most important money. It's the money that the Treasury is most interested in, because it comes for the most part, out of current income. After Pearl Harbor there were 700,000 men and women workers putting 5 million a month into war bonds through the payroll savings plan. Today there are 27½ million people buying 100 times as much, or over \$500 million month-in and month-out through the payroll savings plan. Better than one-half of all the "E" bonds sold in the fifth war loan were bought by the people who were already buying regularly on the payroll savings plan.

### Greatest Sales Job

"All of this didn't just happen. Workers just didn't rise up and demand that they be sold war bonds. This happened because it was part of a great sales plan—the most gigantic planned sales operation job in history. It happened because you life underwriters, and other like you, played a dramatic and important part in that sales organization," Mr. Engelsman declared.

"In pushing payroll deductions plans we stuck to our simple formula of sales organization predicated on the good old sales principle so applicable to the insurance business—see the people! The

ultimate objective for sales to individuals on plant payrolls has been, and still is, to have every single person solicited personally.

"You in the life insurance business have been one of the great units of this great Treasury volunteer army," Mr. Engelsman declared. "You have contributed your time and services unselfishly and patriotically, and the Treasury is grateful. On the other hand, you have unwittingly developed what should be the greatest stimulus to life insurance for the next decade. For it is my firm conviction that just as the war risk insurance of the last war gave the American public for the first time a true understanding of life insurance, so the payroll savings plan in this war has given the public an understanding and a method and set up the machinery for thrift.

### Great Life Insurance Market

"When the war is over not only will there be other government securities bought in this manner, but it must be obvious to all that probably our greatest life insurance market will lie here.

"But much more important and farther reaching, as a part of your work with the Treasury you have in a time of strife



Ralph G. Engelsman

brought labor and management together through a program about which there has been no issue. You have helped them understand each other's problems and in a great many places brought about a mutual respect which will endure.

"You have brought an understanding of thrift to the American people—with such force that it's safe to say that in two and a half years, thrift has become an American habit. A habit which few had before this program was promoted. There is no way of estimating the tremendous benefit that will accrue to this country for years to come as the results of your effort."

Payroll savings installations in Missouri got off to a slow start until the program was turned over to the life insurance men, Lester S. Becker, St. Louis general agent Lincoln National Life, state chairman, pointed out. Meetings were held in every association city and five firms were assigned to each agent by the local chairmen. The war finance committee sent out publicity advising that life men were assigned to the job, asking for cooperation. It is more successful to have the life men handle the whole job and get the recognition, Mr. Becker said. The main thing is to set up a simple, workable plan. Missouri's experience shows that it is more effective to have local chairmen work directly with the state war finance committee with the state chairman supervising his work through the same group. As a result of the bond activity one inactive local association was reorganized.

The Rochester, N. Y., association has been active in all five bond drives as well

(Continued on Page 34)

# *Continuing Progress of THE EQUITABLE in its 85th Anniversary Year*



ADMITTED ASSETS as reported to the New York State Insurance Department reached an all-time high of approximately \$3,335,000,000 on June 30, 1944. During the first six months of the year Admitted Assets have shown a record increase of \$146,000,000.

POLICY RESERVES and other LIABILITIES on June 30, 1944 were \$3,114,000,000. Dividend Funds, Contingency Reserves and Unassigned Funds totalled over \$221,000,000.



REAL ESTATE MORTGAGE LOANS made during the first six months of 1944 total \$46,700,000, increasing the Society's mortgage investment to \$414,900,000.



INVESTMENTS made during the first seven months of 1944 include \$89,300,000 of securities other than Government. These non-government bond investments were made on a basis to yield 3.56%. During the same period the Society subscribed to over \$750,000,000 of Government obligations.

THE SOCIETY has sold 1,684 foreclosed Real Estate properties during the first seven months at a substantial profit over values shown on our books, reducing our holdings to 2,681 properties.



NEW SALES of Ordinary Life Insurance aggregated \$214,400,000 during the seven months, an increase of 32% over the corresponding period of 1943. The average size of the New Policy issued during this same period was 18% larger than for the like period of 1943.



PREMIUMS RECEIVED for the seven months total \$216,900,000, an all-time record for the period, and an increase of \$27,800,000 over the same period of last year.

POLICY LAPSES have declined 17.8% and the total amount of Policy Surrenders has declined 26%.



LIFE INSURANCE IN FORCE has risen to a new peak of \$8,650,000,000, an increase of \$205,800,000 during the seven months.

Of this increase, \$125,600,000 is in Ordinary Life Insurance.



PAYMENTS TO POLICYHOLDERS amounted to \$221,400,000 during the twelve months ended July 31, 1944. Payments since the organization of the Society exceed \$5,345,000,000.



LOW NET COST of Equitable insurance has become even more favorable as a result of this year's increase in dividend payments. Holders of individual policies are receiving in 1944 an aggregate of Dividend Refunds approximately 12% larger than the distribution to such policyholders in 1943. The June, 1944 issue of the LIFE INSURANCE COURANT lists The Equitable as the *lowest net cost* company for Ordinary Life Policies at issue age 25. The Equitable has always been the low net cost company in Group Insurance.

BASED ON THE RESULTS achieved during the first seven months, this 85th Anniversary Year of the Equitable Society promises to be a record-breaking year in every way.



**THE EQUITABLE LIFE ASSURANCE SOCIETY OF THE UNITED STATES**  
**393 Seventh Avenue, New York 1, N. Y.**

*A Mutual Company Incorporated under the Laws of the State of New York*

**Thomas I. Parkinson, President**

## Status of Life Insurance Viewed by Claris Adams

Life insurance is so inextricably interwoven with the nation's economy and it has become so much an integral part of the American way of life that it can't help but be affected by the trend to channel economic forces toward social objectives, Claris Adams, president Ohio State Life, declared before the first general session.

Life insurance has not been impervious to events nor immune to change. Recession during the depths of the depression has been succeeded by a substantial but definitely more moderate rate of progress. Contraction of the investment market and the heavy downward pressure upon interest rates, resulting both from the operation of economic forces and the inauguration of political procedures, have reversed the trend of life insurance costs, which had steadily declined over a protracted period, Mr. Adams pointed out.

The effect of war upon the institution is obvious. Already losses have been considerable but it now seems inconceivable that war mortality will constitute a major menace to life insurance.

One of the principal measures to bring about a new order is the social security

program. Although such a program directly invades its traditional field, life insurance has never viewed social security from a selfish angle. Such a plan, if confined within practical limits, based upon valid principles and operated according to sound practice, indubitably generates social values which add to the strength of the nation.

"It is at least a debatable question whether social security as it now exists has gained or lost us customers," Mr. Adams observed. "It has made more people retirement income conscious. It has made moderate amounts of insurance to supplement social security payments more clearly worthwhile. It provides a stepping stone which places within practical reach of men with limited means a species of financial independence beyond the subsistence level. Alert and progressive life underwriters who are correlating and implementing their insurance programs with social security benefits have found a new and effective sales weapon and have opened up a new and profitable field of prospects.

"Unless we succumb entirely to the

siren philosophy that we can spend ourselves prosperous and borrow ourselves solvent, the cold practicalities of cost will fix a limit upon social insurance not far, at least, above the present level," Mr. Adams predicted in considering expansion proposals. "I do not expect the country in its present temper, particularly with the serious fiscal problems which confront it, to proceed so far with social security that it will infringe seriously upon our natural market. The great field for life insurance sales always has been and always will be among those who aspire to more than mere subsistence both for themselves and for their dependents. It is made up of men who rely principally upon their own efforts, not the largess of government, for security and salvation. Ambition is their spur, self-reliance their watchword, and independence their goal. Neither social change, economic disturbances nor political upheaval will destroy their force or decimate their ranks. I firmly believe that they constitute a majority of our people and will continue in the majority."

### Holds No Terrors

The Supreme Court insurance commerce decision holds no terrors for life insurance," Mr. Adams declared. "There are no monopolies, nor combinations in restraint of trade in our business. Laws designed to prevent the stifling of com-



CLARIS ADAMS

petition constitute no menace to one of the most aggressively competitive enterprises."

However, the decision is fraught with implications that are far reaching and possibilities which are disturbing. It should not be overlooked that the court indicated virtual if not complete unanimity upon the proposition that an affirmative act of Congress designed for the purpose of regulating insurance would be upheld.

"Perhaps the most potent argument in favor of state supervision is that we have it," Mr. Adams asserted. "It is established. It is proved. It is successful. The magnificent record of life insurance, universally acknowledged, is ample evidence of the effectiveness of state supervision as well as a testimonial to a high order of sound and capable management."

The effectiveness of state supervision is largely the result of the efforts of the National Association of Insurance Commissioners," Mr. Adams pointed out. "This voluntary body, neither invested with legal authority nor clothed with official power, by the sheer logic of necessity and the prestige of its own achievements has become the very heart of the supervisory process. It provides a place where those charged with responsibility may take common counsel upon common problems. Matters of moment are subject to the clarifying force of debate. Every point of view is represented and every legitimate interest has a voice. General regulations ordinarily proceed upon general agreement and usually bear the mark of maturity which comes from careful consideration. Thus the supplementary character of state supervision results in a democratic process of regulation happily different from arbitrary methods so frequently associated with a single bureau, or worse still, an individual bureaucrat when clothed with complete power.

### Can Be Won on Merits

"The case for state supervision can be won upon its merits. It has justified itself upon the record. Without implying perfection, it compares most favorably with any type of public regulation, exerted by an authority, of any sub-division of government. I have high hopes that Congress will confirm state authority by soundly conceived and well considered legislation. With the situation seemingly so favorable I fervently hope that no one within the ranks of insurance, by hasty, rash or ill-considered action, in order to gain a temporary advantage or serve a transient interest, will precipitate a crisis which might force us to choose between federal control and chaos."

### INVESTMENT PROBLEM

"The weight of change probably bears most heavily upon life insurance in the investment field," Mr. Adams observed. "Since investment return enters fundamentally into the calculation of guaranteed premiums and in the past has been

(Continued on Page 23)

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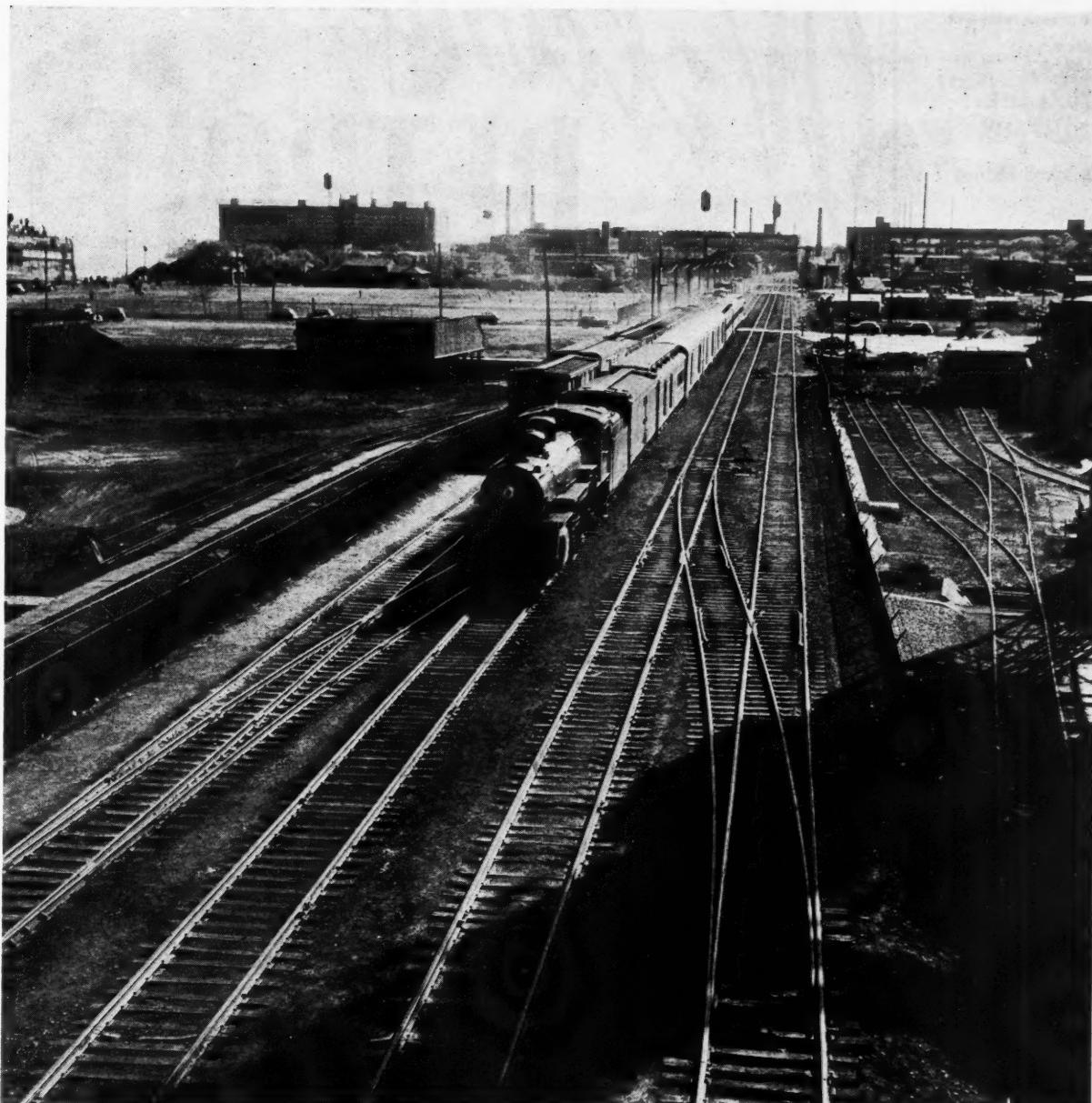
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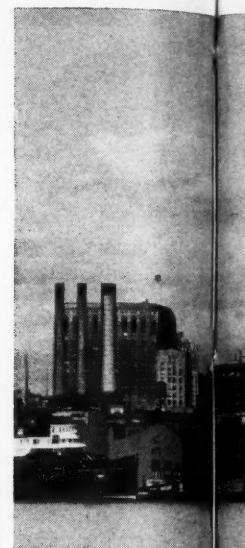
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2132 National Bank Bldg.

Cadillac 9795

**Charles R. Eckert and Associates**  
General Agent

NORTHWESTERN MUTUAL LIFE  
INSURANCE COMPANY

2700 Eaton Tower

Cherry 8880

**Phoenix Mutual Life Insurance  
Company**

of Hartford, Connecticut

**JAY L. LEE, MANAGER**

1717 National Bank Bldg.

Cadillac 9165

**Earl B. Brink Agency**  
"Where the Salesman is King"

MUTUAL BENEFIT HEALTH  
AND ACCIDENT ASSOCIATION

UNITED BENEFIT  
LIFE INSURANCE COMPANY

1221 Book Bldg.

Cadillac 0640

**Arthur P. Johnson**

Agency Manager

THE GREAT-WEST LIFE ASSURANCE  
COMPANY

3146 Penobscot Bldg.

Randolph 0446

**Charles A. Macauley**

State Agent

JOHN HANCOCK MUTUAL LIFE  
INSURANCE COMPANY

of Boston, Mass.

3401 David Stott Bldg.

Cadillac 2730

**John S. Cooper and Associates**

Branch Manager

NORTH AMERICAN  
LIFE ASSURANCE COMPANY

A MUTUAL COMPANY

2900 David Stott Bldg.

Cadillac 6367

**Frank L. Klingbeil**

Manager

THE PRUDENTIAL INSURANCE  
COMPANY of AMERICA

Home Office—Newark, New Jersey

600 Griswold St.

Detroit, Michigan

**Lyman E. Malone**

Manager and Associates

SUN LIFE ASSURANCE COMPANY  
OF CANADA

29th Floor Eaton Tower

In Michigan

**The Manufacturers  
Insurance Company**

Head Office—Detroit

Branch Office in

1010 Dime Bldg.

Wm. M. Milligan, C.L.U.

Branch Manager

**F. E. McManamy**

General Agent

AETNA LIFE INSURANCE

10th Floor Book

Cherry 0000



oit welcomes members of The National Association of Life Underwriters for its 55th annual convention. When the National Association met in Detroit for its second annual meeting in 1910 there were only 23 local associations. Today there are approximately twelve times the number.

In 1910 when the National Association held its meeting in Detroit it was still a small organization when compared to its present day strength. At that time there were 1,856 members. In 1928 when the next meeting was held in Detroit the momentum which was to take the National Association to its present heights was well under way and membership had increased to 10,000. During the last sixteen years National

Association membership has shown remarkable growth and today the total is nearly two and a half times the 1928 mark.

As one of the great war production centers of the world, the Detroit area is the "Arsenal of Democracy" and is proud of its successful efforts to provide our men on the war fronts with the most effective weapons with which to overcome our enemies. We are equally proud this week to be host to The National Association of Life Underwriters and its members who are rendering service in selling War Bonds and in maintaining the morale of the home front.

Guests are cordially invited to visit our offices during their stay in Detroit.

### Frederick A. Smart

General Agent

**EQUITABLE LIFE INSURANCE COMPANY**  
of Iowa

**2504 Eaton Tower**  
Cadillac 1907

### The Connecticut Mutual Life Insurance Company



**CHARLES E. STUMB  
and ASSOCIATES**  
Suite 600  
Stroh Building

### Arthur D. Sutherland Agency and Associates

**HOME LIFE INSURANCE COMPANY  
OF NEW YORK**

**2600 Buhl Building**  
Cherry 4570

In Michigan since 1903

**Manufacturers Life  
Insurance Company**  
Office-Toronto, Canada  
Branch Office in Detroit  
Main Bldg.  
Dilligan, C.L.  
R. F. Schmid  
Manager  
804-5 Fisher Bldg.  
Branch Manager



**Charles Carroll Otto**

General Agent

**THE MUTUAL BENEFIT LIFE  
INSURANCE COMPANY**

Stroh Building

### The Penn Mutual Life Insurance Company

**SETH W. RYAN, General Agent**  
1001 Detroit Savings Bank Bldg.  
Randolph 7100

**B. A. SCHAUER, General Agent**  
1256 Penobscot Bldg.  
Cadillac 0100

### Ray H. Wertz

Manager and Associates

**RELIANCE LIFE INSURANCE  
COMPANY**  
of Pittsburgh

**Michigan Department**  
2226 David Stott Bldg.  
Cadillac 8717

### Nathaniel Reese and Associates

General Agent

**PROVIDENT MUTUAL LIFE  
INSURANCE COMPANY**  
of Philadelphia

3007 Book Tower

### Arthur P. Shugg

General Agent

**UNION CENTRAL LIFE INSURANCE  
COMPANY**

**2302 Buhl Building**  
Randolph 4530

### GREETINGS

**FEDERAL LIFE AND CASUALTY  
COMPANY**  
Detroit 2, Michigan

Life, Accident, Health, and Hospital Insurance

## Emphasizes Need for Keeping Score

(Continued from Page 5)

his card comes up on that day. Invariably he is impressed when I remind him that he suggested the call and his reaction is that I am trying to handle his insurance problems for him in his way; which is exactly the way I want him to feel.

"A most important record is my daily work card, or route sheet. This, through habit, is made up at the end of each day for the day following. I have done this so long now I don't think I could sleep well if it was not made out. There I list from 16 to 25 interviews to be made, those to telephone for service or appointments, and letters to write. By listing more calls than I make, I am never at a loss as to where to go next."

### Four Classifications

"Of the calls, I have divided these into four classifications—four of the ready-to-sell group (those ready to close), four new prospects, four policyholders, and four old prospects. (A prospect becomes an old prospect six months after my first fact-finding interview if he has not become a policyholder). These four classifications have been developed over a period of years, checking against actual sales

made. Checking back over a period, such as a month, I can tell whether I am doing the job right; and if not, invariably the solution is quite simple—see more new prospects, make more calls, etc.," Mr. Morse explained.

Several years ago, he found for instance he was getting 38% of his business from new prospects, but less than 25% of his calls were made there. He corrected this and an increased production resulted.

### Policyholders Best Buyers

Policyholders are now his best buyers. An average of the last five years shows 48% of his volume comes from this source, 29% from old prospects, and 23% from new prospects. Today his percentage of calls in these groups is about equal to the volume obtained. "Now this looks at first glance like a well-balanced program; yet I definitely feel that future sales can be obtained easier from new prospects," Mr. Morse observed. "So my plan is to increase my calls in this group."

For some years Mr. Morse has divided his new prospects into referred and those he obtains himself. Watching the volume sold in these groups, he finds in the last five years he has sold six times more to

referred prospects. "So today I do practically all my prospecting in this manner. It is much easier and I have found others very willing to help me."

The left side of his daily work card is columnized and at the end of the day Mr. Morse checks the calls made and the interviews. On the right hand side are two columns headed "Office" and "Field" with the hours of the day listed below; here, also, at the end of the day he checks where he spent his time, and he has found this most valuable. "When I get lazy, and I do, it shows that I am not getting to the office early enough. A recent check showed I was staying in the office until 10:30 to 11:00, and I knew from 10:00 on is one of the best times for interviews. I alibi this by saying I am telephoning for appointments, etc.; nevertheless, I know I should be out—plenty of telephoning can be done between nine and 10."

### Service Calls Listed

"From the daily work card I enter on a monthly record sheet what I have done and I can tell if I am up to schedule. The figures tell me the story, and then I go to work on Steve Morse. It is not easy for me to do the things I know I should do, so I must constantly be watching them and myself."

Service calls are listed separately on the back of the card, so Mr. Morse can watch these and not do too much of it.

However, service calls have led to some of his best prospects and he never turns down one given him by his office unless other engagements absolutely make it impossible for him to handle it promptly. "When we do something for others, it is easy to get them to do something for us. Service calls are grand times to prospect!"

"In recent years, with so many young prospects in the service and many buying larger-than-average policies, haven't we let our prospecting slip? I know I have. However, I intend to increase my efforts prospectwise even more than in my early years of the business. I feel it is self-preservation to do this. Undoubtedly the next five years will bring a change in the kind of prospects. I can sell the amounts I must sell to keep up my volume; and I plan to meet this situation when it comes through better-directed prospecting."

### Corrects Mental Attitude

"We have all gone for two or three weeks without writing an application. I have and I get lower than a snake. What am I doing wrong? On checking the records the necessary calls have been made and other results are up to standard. Has my public gone back on me? Have my clients suddenly reached the saturation point? Have my good prospects gone on a vacation? This is a tough one to answer; yet 99 times out of a 100 the reason is in my own head; mental attitude, they call it."

"This mental attitude controls so much how I act and the results I get, it is probably the most important part of our business that I myself can do something about. I can't control other people's thinking; but what I think and do has a lot of influence on what I do and can get others to do."

"One of the best cures I have found for low mental attitude has been prospecting—lots of it. In fact, a whole day devoted to prospecting is the best cure I know. I get new ideas, different situations, new problems, which invariably put me in the right frame of mind again."

### Checks Source of Business

Mr. Morse recently checked to see how long he had known the policyholders to whom he had sold individual amounts of \$25,000 or more. He had not known a one of these men when he went into the business in September, 1932, and most of them when he sold them he had known for a comparatively short time. "What does this prove? Only that the cream business is coming from those I don't know. I've got to keep meeting new people and if I am prospecting properly, the future has great things in store for me," Mr. Morse declared.

A prospect inventory is another important record made up at the first of each month by Mr. Morse. This consists of those who should be good for sales in that month, their names, and estimated volume. This is made up of carry-overs from the previous month and new names who have intimated they will be ready to buy currently. He watches this list carefully and adds additional names as they are uncovered. Several times during the month he checks back to this list and directs his efforts to produce the business that is dormant there. Such a list to be healthy should contain five to eight times the volume he hopes to write.

### New Names Healthy

To be healthy, this list should contain six to 10 names added during the month, Mr. Morse explained. "In other words, that many should be developed each month through prospecting and developing needs. My prospect inventory keeps me on the track to my best chance for sales."

"With the master file containing some 2,300 cards—of the active, inactive, and to-be-cultivated classes—yet I only see from 80 to 140 different people each month and about 400 different people in a year; therefore, I have a problem of contacting these other not-so-hot prospects, the inactive, etc. Advertising, direct-mail, is my answer."

"I had sent miscellaneous direct mail as the spirit moved me up to 1942: Then I decided this is a must project. I felt

LITTLE HUMAN TOUCHES MAKE THE GREAT INSTITUTION



## The Story of His "Soldier" Boy

One day, a father watched his boy making a gun. The father grew troubled. "Ah!" he sighed. "Some day, that gun may be real." Then, a friend made him think. "True, your boy may fight or fly for his country. But still you can protect him in one way." "How?" asked the father. "By giving him now what he might never be able to get again, after the war is over," said his friend, who was a life insurance agent. "Do you mean life insurance?" asked the father. "But at his age?" "Yes. If he is now under 15½, my company will still insure him against any dangers." "Even against war?" "Against any dangers whatever."

"And the cost?" asked the father. "At his age, it is small. It stays small all his life. And his policy has a 'cash value' which grows into an estate for him." "Then this," decided the father, "is not just insurance against the future—but for the future, too!"

**QUESTION:** Which life insurance company insures boys through all future fighting, flying and other dangers?

**ANSWER:**

## THE MUTUAL BENEFIT LIFE INSURANCE COMPANY

NEWARK, NEW JERSEY

(FROM OUR SERIES OF ADVERTISEMENTS IN NATIONAL MAGAZINES)

## FOR AMERICA'S BENEFIT

Total War includes the home front—and here our chief enemy is inflation. In this war Life Underwriters have the role of front line fighters—removing the dangers of inflation now, and at the same time providing the security we all want in the future. Long years from now people will thank the Life Underwriters for the work they are doing.

Life Underwriters to many people are the bulwark of defense against uncertain futures—against certain problems which some day must be faced, and which should be solved now. Front line fighters, armed with application blanks and knowledge instead of guns, Life Underwriters are doing a large share of the hard work now in progress for America's good. The Life Insurance Man can be as proud of his record on the home front as his sons and brothers can be proud of their records on the fighting front.

In years to come, the men who make the Kansas City Life Insurance Company what it is will have the quiet joy of knowing they have been an immense help to other Americans—that they have been a potent factor in our country's welfare. Kansas City Life Insurance Company Underwriters are helping their neighbors, their country, and themselves—and for that reason they and their Company are successful.



**KANSAS CITY LIFE INSURANCE COMPANY  
KANSAS CITY, MISSOURI**

**W. E. BIXBY, President**



**ORGANIZED  
SELLING**

Aetna Life Salesmen have conducted thousands of Estate Control Plan interviews. And today they are finding their prospects even more receptive to this up-to-date method of analyzing and improving life insurance programs. Conscious of the compelling force of organized selling, they are working Estate Control to its limit and finding it effective to a gratifying degree.

**AETNA LIFE ORGANIZED SELLING**



**AETNA LIFE INSURANCE COMPANY**

*Affiliated Companies:*

The Aetna Casualty & Surety Company  
The Automobile Insurance Company  
The Standard Fire Insurance Company  
of Hartford, Connecticut

so few in our business have used direct-mail with care of individuality that those who did would be outstanding, so I developed a system of my own which has done an excellent job. In 1942, I sent out 4,500 mailings of all types; 1943 about 6,000; and this year my schedule calls for over 8,000.

"A visible index system is used, classified by age, occupation, income, age change, policyholder, center of influence, and 16 different need classes. If a certain group (such as doctors or professional prospects) should be contacted, it is simple to do it with my system. If our company put out a good mailing for business executives, it is simple to get it to them. Today, many whom we are unable to contact are buying; and several have actually phoned me when they were in the market. This I credit to my direct-mail program—keeping my name before them, so when they were in the market, they thought of me."

Every six months, Mr. Morse spends about an hour going over these lists, reclassifying them, adding additional data regarding needs. For instance, he has all those whom he has contacted who are in service now, in one file so when they return, he will develop a program to go after them in a manner and at a time which condition will dictate. There is no question but that this will be an important group in the not-too-distant future.

**Programming Is Used**

"Most of my soliciting is based on programming—about 250 records of my clients' insurance are kept up each year. And as these are brought to date and settlement plans are reviewed or recommended, new situations and needs are developed and most of my referred prospects are obtained at these interviews," Mr. Morse explained.

"I feel that if people only knew the many and varied advantages of life insurance the less would be our sales problem. So anything that I can do to help them understand what they already own and what can be done with it, makes them want to own more. These records have proven this—75 to 85% of each year's business comes from those for whom I keep the records, or prospects referred to me by them.

**Social Security Effective**

"Settlement plans are now backgrounded by social security which has put the basis of programming on a well-received and easily-understandable plane. I endeavor to sell the idea that the best insurance for an individual to buy is the highest premium he can afford which will give him the protection he needs. So first must be developed his protection need; and with that as a plan, he has something definite to work to. Different types of insurance are illustrated to show different costs and he selects the one best fitted to his financial ability. Often this leads to the sale of term insurance, but I firmly believe this is sound; in fact, my records show that 30% of my policyholders who have died had term insurance, and it is doing a grand job for their families. With all term sales is a recommended conversion plan, and a substantial part of my first year commission comes from conversions—a profitable and easily-produced income, and well liked by clients who then ease themselves into an adequate protection plan which at first glance seems beyond their means.

"Ever since I have been in the life insurance business I have hoped for a normal year, but no such luck; there is always something trying to sidetrack me and that something is usually myself. With the aid of my records, I will continue to work on myself, to try to get myself to do the things I know I should do," Mr. Morse declared.

**T/Sgt. Barnes Is on Job**

T/Sgt. Donald Barnes, director of research for N.A.L.U., who is on leave and serving in the army air forces at New York, is handling the press room at Detroit. He is on a 10-day furlough. He also served at the Buffalo mid-year meeting last spring, getting a three-day pass to be on hand.

**Help Keep Service Cover in Force**

(Continued from Page 5)

obligations and his economic situation. The maintenance of such a program is one of the duties of a self-reliant American citizen.

"Many men will be discharged from the service with disabilities which render them poor insurance risks; they should not, in view of the very special value of insurance in such circumstances, allow irreplaceable protection to lapse simply because they do not understand its value," Mr. Breining emphasized.

**Opportunity for Life Insurance**

"Life insurance, I am sure, fully recognizes its opportunity to be of service in helping the government to handle this problem. Many of the companies have already taken definite steps to assist in its solution. I am confident of the desire and purpose of those engaged in the life insurance business to do their part in rendering all possible service and assistance to our returning service men. Many of these men are your neighbors, friends and relatives."

Mr. Breining pointed out that the government is in the business, not as a competitor of the companies, but to make available emergency protection in wartime for those who are otherwise unable to procure it at a low rate because of the great additional risk incident to coverage of war time hazards. The group of persons who can own this insurance is definitely limited to persons who saw active military service, he said.

**Answers Competitive Talk**

Some agents may, at times, have felt that a good many of their future prospects might have their insurance needs a little too well taken care of by the government insurance program. In answer to this Mr. Breining asserted that a large segment of the American public is learning a great deal about life insurance because of the government insurance program for service men. "Not only the men themselves, but their relatives and friends, have opportunity to learn of the blessings which flow from life insurance; of the provision through it, which even people in very moderate circumstances can make for their relatives; and of the way in which it can help to provide at least some measure of security, and aid in banishing the ever-present specter of poverty and want."

**Increases Popular Concept**

The government's insurance program will have the effect of increasing the popular concept of the amount of insurance which persons in the ordinary walks of life should carry, Mr. Breining predicted. A recent study indicated that possibly not over 50% of the men in the armed forces owned individual policies of insurance prior to their entry into service, and that the average amount of insurance per life was probably not in excess of \$2,000. It is therefore interesting to note that over 90% of those in the armed forces own National Service life insurance in an amount per life exceeding \$9,000.

The payment of proceeds of National Service Life policies in monthly installments is directing the attention of millions of policyholders and beneficiaries to the concept of insurance benefits in terms of monthly income, Mr. Breining emphasized. "While some beneficiaries do not at first seem to be entirely satisfied with this mode of payment, the larger ultimate value and the greater security for the future under this method are becoming more widely appreciated by both policyholders and beneficiaries. A better understanding by the public of the necessity for measuring insurance needs upon the basis of income provision for beneficiaries will assist materially the sound expansion of insurance."

Most service men have little comprehension of how life insurance can serve them and their dependents in the future, when they are back in civilian life. "They are, preponderantly, a group of youngsters of an average age of 25 years, and

during their army life such matters naturally could not have very thorough consideration," Mr. Breining pointed out.

Information as to their insurance is furnished by the service departments to men at discharge including instructions as to payment of future premiums and at many of the discharge points insurance lectures are given. The Veterans Administration has prepared and mails to each policyholder upon notification of his separation from the active service a special booklet which gives complete and detailed information as to the coverage, premium rates and conversion privileges.

#### Not Favorable Occasion

It must be conceded that the time of discharge when the man's mind is centered upon returning home is not the most favorable occasion for his thoughtful consideration of insurance matters, Mr. Breining pointed out. Nor is a great amount of time available for conference or discussion during the few days in which discharge will be accomplished. As the number of men passing through discharge points increases the difficulty of satisfactorily handling advice upon insurance matters upon a mass basis will be intensified. Necessarily much of the information and counsel must be given in a general and rather wholesale fashion.

"Insurance is an individual and personal problem. It must be explained in various ways to various people. Questions which the individual raises should be answered. Information which he desires should be furnished. He must give information as to his family and financial status before sound counsel and advice can be given.

"It is, of course, recognized that the ultimate decision about the continuance of insurance, the amount, and the type of policy, rests with the individual policyholder. But in a very large percentage of the cases the decision will depend upon a proper understanding of what life insurance is and what it will do. It is but part of the task to prepare written material regarding these matters and to furnish it to servicemen."

#### Status of Life Insurance Viewed by Claris Adams

(Continued from Page 14)

one of the principal sources of dividend distribution, it was inevitable that insurance costs should rise. They have risen and the end is not in prospect. Life insurance as such costs less than it ever did, but the policyholder's investment in life insurance reserves also yields him less, as all his other investments do.

"The difference between the interest rates earned in 1929 and 1944 would yield, upon present assets of American companies, over \$650 million. This is more than the total of new premiums for life insurance and annuities sold during the year. It would pay well over half the death claims incurred. It would enable all participating companies to more than double their dividends to policyholders. Or it would add in excess of 25% to the aggregate capital, surplus and contingency funds of the entire institution.

#### Borrowers' Market

"Because of the nature of the funds involved, life insurance investments are restricted by law and confined even more strictly by the practice of most companies to securities reputedly of the most conservative character. In this field there now exists a borrowers' market such as never was dreamed of before. In the last 15 years life insurance assets have increased by \$20 billion, yet the companies have found outlets for only one-third of this sum through private channels. Last year these assets increased by almost \$2.75 billion, yet every investment item save those of government bonds and cash, either virtually stood still or showed an actual recession. This dearth of suitable investments, resulting in part from economic scarcity and in part from restrictions imposed, competition engendered and manipulation resorted to by

government, co-existent with a large surplus of funds to invest, obviously has created an easy money market at a low interest level," Mr. Adams pointed out.

"How long this trend will continue is a question which stumps the experts. Current arguments based both upon economic and political considerations support the majority view that we are in for a protracted period of low interest rates.

#### Safety is Main Factor

"In an ultra-conscious effort to serve the varying needs of policyholders under every conceivable and unpredictable circumstance, not only during their lifetime but throughout those of every immediate and contingent beneficiary, perhaps we have issued contracts too rigid on the side of performance and too flexible in the matter of demand. Certainly under current conditions complicated options which contain guarantees, particularly those which are to be projected far into the future, should be issued upon the basis of a most conservative minimum. The same influence affects and therefore the same principle applies to the interest factor in policy reserves, and to the net cost of contracts with a high content of the savings element."

"What we must sell now is certainty in this uncertain world. Safety, not investment return, will be our shibboleth. That always has been the principal appeal of

the soundest and most successful selling. Most great careers in life underwriting have been built upon fundamentals, not around particular policies, incidental features or conjectural costs.

"Life insurance may cost more, and it may take more insurance to provide income adequate to maintain a given standard of living. Conceivably this will expand our market. People are more likely to buy more insurance than they are to be satisfied with less protection and less security which will result in a lower standard of life. Whatever the price, life insurance was never more clearly worth what it costs."

#### WHAT ABOUT FUTURE?

Mr. Adams said he leans toward those forecasters who predict that, given a fair chance, this country will attain at least a substantial prosperity within a reasonable time after the war is over. It is inevitable that full transition from a war to a peace time economy will result in temporary dislocations, he said.

"Doubtless we will pass through various phases and successive stages of a whole series of transitions. However, presumably expert analysis based upon significant surveys, seems to indicate that American enterprise can readily support

a peace time economy at a production level of from \$140 to \$150 billion per year. Upon this assumption it is estimated that employment will be provided for approximately 55,000,000 persons. This would leave a margin of unemployed. Nevertheless it does contemplate more jobs for more people at better wages, and therefore a greater gross national income than ever before in peace time.

#### Sound Market Ahead

"If events follow predictions, life insurance may look forward to a sound and satisfactory market in the years immediately ahead. Ours is a provident people. To a vast portion of our citizenry security for themselves and their families is a highly cherished objective. A substantial national income widely diffused among the population will result in public savings of great magnitude. If America prospers, life insurance will prosper, for in a significant aspect of our distinctive economy, life insurance is the American way of life.

"The institution of life insurance, as it now stands, is one of the pillars upon which the American economy rests. It is a stabilizing influence and a sustaining force in our national life. It is a great private enterprise performing a great social service upon a sound business basis."

# Our BUILDERS-OF-MEN PLAN IN OPERATION YEAR 1943 TOP 50 MEN EARNED AN AVERAGE OF \$8,658.08

As reported to Department of Internal Revenue

**Companies are only as good as their Management.**

**Plans of Operation are only as good as the results achieved.**

**Results must finally be resolved into returns for the producer.**

***Is There a Reason for You to Be Interested?***

**GUARANTEE MUTUAL LIFE**

*Since 1901*

**A. B. OLSON—AGENCY VICE-PRESIDENT**

**OMAHA, NEBRASKA**



Home Office Omaha, Nebraska

**IN ALL 48 STATES**

## Complete Personal Protection

**Life**

**1% T. & P. D.**

**Lifetime Health and Accident**

**Hospitalization**

**Annuities**

**Complete Protection Combinations**

**OVER \$300,000,000  
INSURANCE IN FORCE**



## Progressive Plans For American College Outlined

Reporting on the seventeenth year of operations of the American College, President S. S. Huebner and Dean David McCahan outlined several progressive plans at the meeting of the College trustees Monday afternoon.

Developments under way or in prospect are a refresher course for C.L.U.'s and candidates in the armed services, a handbook on public relations to be sponsored jointly by the American College and American Society of Chartered Life Underwriters, and the creation of a representative, annually-elected examination board to supervise C.L.U. study material and the content and the procedures as to examinations.

A re-examination of the educational and experience prerequisites by a special committee resulted in the conclusion that the requirements are suitable and adequate. These prerequisites—particularly the educational requirements—have been subjects of occasional criticism due largely to misunderstanding, according to the report.

The results of the series of 14 regional conferences by President M. Luther Buchanan of the American Society were highly commended.

### Graduates Number 2,549

The total of those who have completed the entire series of C.L.U. examinations reached a new high at 2,549. In addition 3,149 have credit for the completion of some of the five examinations. More than 5,600 candidates have successfully completed one or more of the examinations. It is estimated, in the report, that 11,000 persons have participated in the C.L.U. studies formally or informally.

It was possible to organize 96 study groups in 64 cities, representing 32 states. The number of candidates enrolled in organized study groups is 1,151.

John P. Williams, director of the educational advisory department, made visits to 65 cities in the interest of organizing study groups.

### 400 C.L.U.'s in Uniform

About 400 C.L.U.'s are in uniform as are also over 700 candidates who have undertaken the examinations in part.

The college is anxious that all C.L.U.'s and candidates in military service should return to their companies following the war and desires to help all to be reoriented in every way as quickly as possible. More than 1,000 C.L.U.'s and candidates were written to, offering to provide them with refresher educational assistance.

A committee gave consideration to refresher courses, and recommended that the educational officers prepare a series of four pocket booklets, one in each of the

following fields—life insurance fundamentals; economics, government and sociology; law, trusts and taxes; finance.

The officers are now proceeding with this work.

Extension of company cooperation included 14 home offices which furnished to the college lists of selected potential candidates to the C.L.U. designation aggregating 453 persons.

During 1944 one new company C.L.U. association was organized, that of Home Life, bringing the total to 17 company associations.

The cooperative fund for underwriter training for 1944-45, was contributed by 96 companies on the basis of volume of ordinary insurance in force.

### University and College Cooperation

At present 88 universities and colleges have given the American College assurance of their willingness to cooperate with its program of study, even under war conditions.

The public relations committees of the American College and American Society decided that an informative handbook be prepared, and a campaign of distribution organized, that would assure every C.L.U., and those interested in the movement, of a knowledge of the principles of public relations as they relate to the C.L.U., and knowledge of the operation of the American College.

The committee to reexamine C.L.U. prerequisites concluded that the educational prerequisites and experience requirements now used are suitable and adequate, and should not be changed; that it would be impracticable and inadvisable for the college to set up its own program of admission examinations; that it would be unwise for the trustees to exercise the power of waiving the requirements for individual candidates; that as respects treatment of returning servicemen, the college should conform to the procedures generally adopted by institutions of higher learning; that officers and trustees should endeavor to present these requirements in a positive and constructive manner to the life insurance fraternity.

### Rothaermel Host at Party for Jul Baumann

W. M. Rothaermel, vice-president of Pacific Mutual Life, was host at a cocktail party for about 100 Tuesday evening honoring Jul B. Baumann, Pacific Mutual general agent at Houston, trustee of the N.A.L.U., and chairman of the program committee for the Detroit convention.

## Schedule of Wednesday Dinners

John Hancock Mutual, 50, Book-Cadillac, Washington Room.
Lincoln National, 40, Book-Cadillac, Founder's Room.
Massachusetts Mutual, 100, Wardell-Sheraton.
Occidental Life, 25, Statler, Salle Detroit Room.
Mutual Life, 100, Book-Cadillac, English Room.
National Life of Vermont, 100, Detroit-Leland.
New England Mutual, 100, Statler, Wayne Room.
New York Life, 40, Statler, Ivory Room.
Northwestern National, 50, Statler, Michigan Room.
Northwestern Mutual, 150, Statler, Ball Room.
Ohio National, 25, Statler, Parlor A.
Penn Mutual, 50, Book-Cadillac, Normandy and C.
Provident Mutual, 40, Statler, English Room.
State Mutual, 40, Statler, Parlor F.
Travelers, 45, Statler, Woodward Room.
Union Central, 40, Fort Shelby.

## New N. A. L. U. Attendance Record

(Continued from Page 3)

style kept the proceedings moving and there was no lag, even in the late afternoon. There was considerable participation in the discussion from the floor and on the topics of social security and agency practices there was sharp debate.

Thursday evening was held the war bond conference at which there were 11 speakers. There was brought out at that time the lessons that have been learned in the magnificent work that has been done by the industry so far that can be put to use in carrying forward the job. More than 100 participated.

Also Tuesday evening there was a cocktail party and dinner of the Women's Quarter Million Dollar Round Table.

Wednesday morning the convention hall and approaches were jammed for the first general session. The opening period of the general convention is always the dramatic point of the week and even those conventioneers who travel a thousand miles and then do their best to keep their ears from being bent by speeches turn out when the curtain goes up. President Hedges presided, the national anthem was sung, the invocation was given by Rev. Frank Fitt, minister Grosse Pointe Memorial Church and Lantz L. Mackey, Home Life, president Detroit Life Underwriters Association, gave a welcoming talk.

Then came the messages from the special guests, this year they being: Grant L. Hill of Northwestern Mutual Life Insurance Co., speaking for the Association of Life Agency Officers of which is chairman of the executive committee; Bruce E. Shepherd, actuary Life Insurance Association of America; James A. McLain, president of Guardian Life, for American Life Convention of which he is president; John J. Gormley, Metropolitan Life, Toronto, for the Canadian Life Underwriters Association, he being president; and Holgar J. Johnson, president Institute of Life Insurance and a former president of the N.A.L.U.

### Formal Speaking Program

Then the formal speaking program got under way with addresses by F. A. Morse, Northwestern Mutual, South Bend, Ind.; Herbert R. Hill, Life of Virginia, Richmond, and President Claris Adams, of Ohio State Life.

Emphasizing that "you can't tell where you are going unless you keep the score," Franklin A. Morse, Northwestern Mutual Life, South Bend, Ind., gave a complete account of his method of keeping records. Pointing out that he doesn't keep records because he likes to, Mr. Morse cited examples on how they have guided him to greater production. Records are as important to an agent as a cash register is to a merchant, he declared.

The answer to improved sales technique is a planned sales preparation covering the main package sales, Herbert R. Hill, Richmond manager Life of Virginia, pointed out. By mastering planned sales presentations the agent generates self-confidence, makes more calls, experiences no tension in selling and becomes enthusiastic about his work, Mr. Hill said.

### Adams Closes Session

A comprehensive review of the problems facing life insurance was presented by Claris Adams, president Ohio State Life, in a masterly address which closed the morning session. Life insurance is so closely interwoven with the nation's economy that it cannot help but be affected by the effort to channel economic forces to social objectives. Mr. Adams feels that there will be only limited expansion in social security benefits because of the serious fiscal problems facing the government. He was optimistic in regard to developments growing out of the U. S. Supreme Court insurance is commerce decision. The investment situation has increased the cost of life insurance but security is essential and whatever the price life insurance was never more clearly worth what it costs than it is today, he declared.

The physical conditions are such as to make fraternizing awkward. There is

no natural central gathering place where one may be sure of spotting persons he wants to see if he stays there a few minutes. Most of the meetings are at the Book-Cadillac, but the millionaires and the women are gathering at the Statler and company affairs are being held in still other hotels. Hunting up people is a prominent activity.

Another obstacle to fraternizing is the absence of convention badges. Instead of a badge, admission to the sessions is by card. That means that instead of the sure-footed greeting "Hi, Joe. How are Mrs. Joe and the three children?" there is heard the desperate kind: "Hi, there. How's everything up your way. Haven't seen you for awhile. How've you been."

The Detroit hosts are being complimented on the services that they are performing and the arrangements that they made. The general chairman is George E. Lackey, Massachusetts Mutual, past president of the N.A.L.U.

Inasmuch as the week got off to a later start than usual, it is likely that it will end up in stronger fashion. Conventioneers arriving on Tuesday that formerly got to the convention city on Monday will be more likely to stay to the finish. Moreover the millionaires don't

start their session until Thursday afternoon and they will be going strong. In the past after a preconvention outing and meetings on Monday and Tuesday many of the millionaires have taken their departure by Wednesday.

With so many company and agency and bureau and association leaders present there is an unparalleled opportunity this week to hold conferences on the multitude of assignments that have been given during the years to joint company and agency committees. A great many such conferences were scheduled ahead of time and others are being arranged on the spot.

### Executive Secretaries Meet

The executive secretaries will hold a meeting at 2:30 p. m. Wednesday at 622 Book-Cadillac, the Detroit association's headquarters. Among the secretaries who will attend are: Ross Edgar, Pittsburgh; Paul S. Miller, Pennsylvania; Joy Luidens, Chicago; Bette Benson, Detroit; Margaret Becker, Illinois and Peoria; Sally Campbell, Cleveland; Ralph Burns, New York, and Charles Merz, Philadelphia.

### Coffin and Lyter Attend

Vice-president Vincent Coffin and Fred O. Lyter, assistant superintendent of agents, constitute the Connecticut Mutual home office representation.

## N.W. Mutual Dinner Host to Millionaires

Northwestern Mutual Life, which has the largest representation of any company in the Million Dollar Round Table, will be host at dinner to the round table members Thursday. The outgoing chairman of the round table, A. J. Ostheimer, III, Philadelphia, is a Northwestern Mutual man.

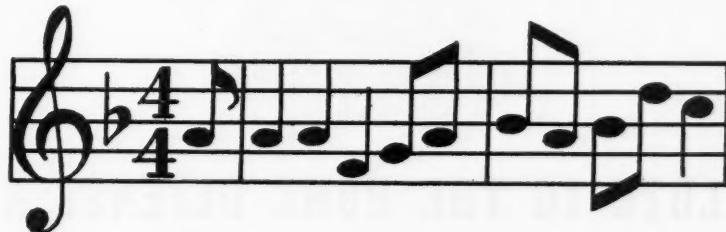
From the head office are expected: President M. J. Cleary; Vice-President Edmund Fitzgerald; Percy Evans, actuary; Grant Hill, superintendent of agents; Clarence Klocksin, legislative counsel, and Dr. D. E. W. Wenstrand, medical director.

Wednesday evening there will be a dinner for all Northwestern Mutual people at the convention.

### Lt. Jack Morris on Hand

Lt. Jack Morris, U.S.N.R., who in civilian life is advertising manager of Business Men's Assurance, mingled with the convention group. He is stationed at Detroit handling advertising in the Wave recruiting program.

# The Sun Shines Bright In My Old Kentucky Home



Truly the sun of prosperity reflects in Kentucky Home Mutual...an aggressive sales organization...backed by active home office cooperation...liberal agency contracts...coupled with streamlined sales and prospecting plans.

Our Agency Program continues to bring many new and well-qualified underwriters to our Field Staff. Some good agency openings are available for qualified salesmen. Write us today, stating fully your experience and production record.

**Kentucky Home Mutual  
Life Insurance Company**  
**LOUISVILLE - KENTUCKY**

**ELLSWORTH REGENSTEIN**

President

## Improve Sales Technique by Prepared Presentations

Stressing the necessity of improving sales technique if production is to be increased, Herbert R. Hill, Richmond manager Life of Virginia, emphasized the use of prepared sales presentations as the answer to the problems of making more calls, relieving tension and becoming enthusiastic about one's work.

"Those of us who have been in life insurance work for a long time sometimes get 'near-sighted' and forget to analyze our thoughts, our work plans, our attitude toward our work, etc." Mr. Hill pointed out. "In the same way a new man often fails to see our work in its true light; that is, he sees it only as a series of calls rather than as a major contribution to the welfare of individual families and to society.

"We know, too, if we are honest with ourselves, that few of us use our minds to anywhere the extent we are capable of doing. By directing our thoughts properly we can in many instances double our work efficiency. In other words, you can do what you will."

"If mental attitude is so important, let us consider the results of an incorrect mental attitude and how it retards an underwriter's progress.

"First, the matter of making sufficient daily calls. Why should we be reluctant to make the right number of calls each day? What causes us to hesitate to make calls? How many of us can hold up our hands right now and say honestly that we are daily making our full quota of calls? Finally, how many of us have a quota of daily calls and if we do, is it large enough to challenge us?

"Very plainly, we cannot sell men unless we see them. Thus, if we do not make enough calls, we simply sign our own production death warrants. There may be 100 men ready to buy today, but if we do not at least call on them, they cannot buy from us even though they are ready.

"Second consideration of the results of a wrong attitude is that it causes us to have our interview under tension and strain. Does opening an interview or

making a call cause you to be nervous? Does it make you less effective in your work?

"Is it worthwhile to remove the tension and strain from our work? I think so, because working under such a strain continually is shortening our own lives. It makes us irritable at home and ineffective in our work. In short, it makes life much less pleasant than it should be for ourselves and those around us," Mr. Hill said.

"Third and finally, in our thinking about how an incorrect mental attitude retards progress, I should list a lack of enthusiasm for the day's work. No man who lacks enthusiasm for what he is doing will be very successful for long. Enthusiasm, deep-seated enthusiasm, is particularly essential in life insurance work since we are dealing with intangibles.

### Must Eliminate Fear

"If we are to make more calls, we must eliminate the fear of making calls, because if you analyze it, the primary objection to making calls is fear. Fear of the unknown —this is mostly a matter of securing interviews under false pretenses. Many of us have mistaken the problem of giving adequate and sound reasons why we should have an interview for the notion that we should fight to get an interview.

"Therefore, let us make it a 'first rule' never to ask for an interview unless we feel we have sound reasons for asking the prospect to give us his time.

"Another objection to making more calls is the fear of being humiliated. Is there is the slightest reason to feel that prospects will humiliate us if we are at all prepared for the interview?

"If we are to make these calls without strain and tension, we must have the right kind of confidence. I mean confidence first, in ourselves and second, confidence in the validity of the service of life insurance. In other words, we must rekindle our own enthusiasm for the uses and services of life insurance.

"Finally, we must have confidence in our ability to tell the story of life insurance interestingly and effectively. In other words, we must be able to deliver a sales talk comprising the right ideas in the right sequence, delivered by the use of right words. This story must be at finger-tip command and delivered with pleasing skill.

"What can the average underwriter do to gain this all-important confidence which in turn will make calls a pleasure; gain interviews without tension; and increase sales of life insurance on a proper basis?"

The answer lies in specializing in "package selling," Mr. Hill declared.

For the average agent, especially the new ordinary agent or the weekly premium agent the "package sale" is the most feasible to specialize in. There are six main package plans:

1. Readjustment income;
2. mortgage protection;
3. family income;
4. educational fund;
5. retirement fund; and
6. social security supplements.

"To increase your production through an improved selling technique, select one of these packages, preferably the one covering a need most generally found in your particular prospect file," Mr. Hill advised.

### Learn Planned Presentation

"Having decided upon the plan of insurance you will use, learn a planned presentation. Improved selling technique implies the skillful use of a planned presentation. To acquire this skill we must, first, realize the value of an effective presentation. Second, we must develop the ability to give an effective performance, which implies a good story memorization or command of that story plus the physical skill of proper delivery."

A good sales story must create desire, build conviction and secure decision and action, Mr. Hill said.

"It isn't hard to find an effective sales story. The hard part is going to be making yourself master it, which means not only memory work but practice and drill in the office until you have acquired the necessary skill for a real performance."

"We have talked a great deal about the importance of prospecting, the importance of work habits, the importance of more knowledge, but let's not forget that selling is our job."

"Let's remember that good selling requires a good story at fingertip command which comes only from advance preparation; that the necessary skill can only be acquired through drill; and, above all, that in this world, for better or for worse the pay-off is on applied skill far more than unused knowledge."

"If you have never used a prepared sales talk, it will seem awkward to you at first but you will be surprised how fast you can gain skill," Mr. Hill pointed out.

"When you have selected prospects for the particular plan you have mastered and begun your sales performances, you will be pleased how pleasant and easy each interview will go and finally how through presenting your plan, step by step in logical order, your prospect will agree with you step by step until the sale is closed."

"Your finger-tip command of a sales story will give you confidence and relieve the tension of interviews. Thus calls will be pleasant, and you will find your self making an increased number each day and getting satisfactory results."



## A SALUTE TO THE HOME DEFENSE ARMY

In your hands lies the opportunity of providing family security for fighters and workers during one of the great periods in world history. Your splendid success in this effort is a matter of record. May you gain additional inspiration at the N. A. L. U. meeting.

The regard in which N. A. L. U. is held by the Shenandoah Life also is a matter of record, as indicated by the following paragraph from President Paul C. Buford's Decem-

ber, 1943 letter, appearing in the Company's house organ:

"I want to say again that I would like to see each one of you a member of the National Association of Life Underwriters. This organization of field men, nearly thirty thousand strong, is doing a splendid job for the life insurance business and for life insurance underwriters. If you are a member, remember the slogan, 'Renew in December,' and if you are not a member, join up."

*Shenandoah Life*  
INSURANCE COMPANY, INC.  
Roanoke 10, Virginia

STRONG • PROGRESSIVE  
WSLS SHENANDOAH LIFE STATION

## Wilbur Hartshorn Wins Promotion

Wilbur W. Hartshorn, who was elected secretary of the National association last year in Pittsburgh and later resigned to become superintendent of agencies of Metropolitan Life's south central territory, has just been promoted to superintendent of agencies in the larger central territory which includes Ohio, Indiana and part of West Virginia. He succeeds Walter S. J. Shepherd, now in charge of field personnel. He is succeeded in the south central territory by M. O. Culpepper, formerly manager at Miami.

Mr. Hartshorn is so busy getting established in his new territory that he had to attend the convention on an in-and-out again basis, arriving Saturday and leaving Sunday night. He is planning to return to Detroit again on Thursday.

## Lincoln National Has Dinner for 50 of Its Men

Lincoln National Life expects to have about 50 at its dinner Wednesday evening. The home office contingent consists of Vice-president Cecil F. Cross; William Plogsterh, director of field service; Fred L. Fisher, advertising manager; A. H. Hammond, superintendent of agencies, and Arthur Rogers, group manager. Their Detroit general agents are John Ames and G. F. Lofthouse.

Mr. Cross and V. J. Harrold, home office general agent, motored to Detroit, stopping for a day at a lake near Ann Arbor for a bluegill fishing expedition.

## Aetna Schedules Dinner

Over 140 will attend Aetna Life's dinner Wednesday night at which S. T. Whatley, agency vice-president will preside. N. M. De Nezzo and Robert Wilkinson, agency assistants are here from the home office.

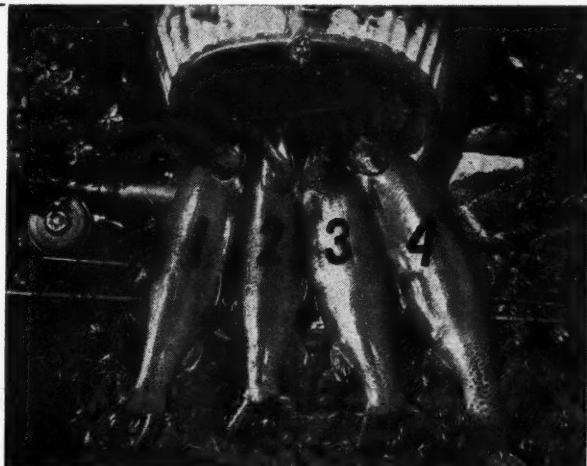
## 200 Canadians Are Attending

The Canadian group at Detroit numbers about 200, which is said to be the largest representation in history from



JOHN J. GORMLEY

that country at an N.A.L.U. convention. There were 100 advance registrations from Canada. About 50 from Windsor are crossing the bridge to attend. John J. Gormley, Metropolitan Life, Toronto, president of the Canadian Life Underwriters Association, is flanked by Leslie Dunstable, the manager, and A. Gordon Nairn, field supervisor. If arrangements can be made, there may be a get-together breakfast or luncheon during the week for Canadians.



## Get a BIGGER CATCH with Q-V-S!

Our Q-V-S Compensation Plan means a bigger monthly income for the Field Underwriter because of four MAJOR advantages:

- (1) Performance Bonus (paid monthly) pays many EXTRA dollars for business that stays to Underwriters who stay.
- (2) Builds substantial renewal income twice as fast during early renewal years.
- (3) Life Time Service Fee.
- (4) Agreement entered into by Field Underwriter and the Company direct.

Get our Brochure on this copyrighted compensation plan. Address inquiries to Mr. W. V. Wollen, Agency Vice President.

**THE CAPITOL LIFE INSURANCE COMPANY**

CLARENCE J. DALY, Pres.

HOME OFFICE—DENVER 1, COLO.

(See page 4 for brochure)

# RECORD FOR 1943

The Officers and Directors of the Beneficial Life Insurance Company are pleased to present herewith the thirty-ninth annual statement. Operations during 1943 have been conservative and profitable and we face the future with confidence. Results accomplished attest the ability and loyalty of fieldmen and employees whose splendid services are hereby acknowledged.

**The Company has assets of . . . . . \$21,334,197.56  
as follows**

Cash in Office and Banks (7.07%)	\$ 1,510,036.11
Total Bonds (54.32%)	11,590,835.94
(Including U. S. Government (28.95%)	\$.6,175,623.42)
Stocks (1.12%)	239,945.67
First Mortgage Loans and Contracts (23.00%)	4,909,460.11
Real Estate (1.00%)	204,985.00
Loans to Policyholders (10.20%)	2,176,444.21
Interest accrued to December 31, 1943 (.56%)	119,629.53
Current Net Premiums and all other items (2.73%)	582,860.99

**It has liabilities of . . . . . \$18,583,042.62**

for	
Legal and other reserves	\$ 17,154,457.86
Dividends and coupons payable during 1944	304,077.00
Dividends and coupons left at interest	720,160.59
Death claims due and unpaid	None
Claims for which proofs are not complete	79,597.11
Federal and State taxes payable in 1944 (Estimated)	86,076.00
Premiums and interest paid in advance	173,681.33
Accrued commission and current accounts	64,992.73

**The excess of assets over liabilities**

**amounts to . . . . . \$2,751,154.94**

## PROGRESS OF THE COMPANY

Year	Total Income	Admitted Assets	Capital & Surplus Funds	New Business Written	Insurance In Force
1905	33,234	112,314	101,042	754,500	752,500
1915	600,691	1,465,440	305,213	5,255,557	16,577,044
1925	1,567,923	6,329,020	751,048	8,474,844	37,023,591
1935	2,275,993	11,630,953	1,550,000	10,648,572	56,876,273
1940	3,000,026	15,984,965	2,040,413	12,151,192	82,517,324
1942	3,609,170	19,043,035	2,501,409	19,618,646	102,317,873
1943	4,159,033	21,334,198	2,751,155	19,172,414	114,470,582

**BENEFICIAL LIFE INSURANCE COMPANY**

Heber J. Grant, President — Salt Lake City, Utah

## Much Off-Record Discussion of Social Security

In connection with matters of federal legislation, the greatest interest at the national council meeting attached to an off-the-record discussion of social security, in connection with an eight-point statement on social security, recommended by a subcommittee of the committee on federal legislation headed by Judd C. Benson, Union Central Life, Cincinnati, who is also chairman of the general committee. The statement is not to be promulgated as representing the position of the National association on this subject unless it is approved by similar committees of the Life Association of America and American Life Convention.

Inasmuch as the National association already had gone on record as favoring state rather than federal supervision, no formal action was taken on that subject at this time.

There was considerable discussion of some of the points in the statement, which was broken off by the adjournment for lunch and continued at the afternoon session.

### Baker Tells Washington Situation

Before taking up the social security angle, Mr. Benson had summarized briefly the general report of the committee on federal legislation and introduced Lawrence Baker of Washington, D. C., association counsel, who told of the procedure followed in connection with legislative matters in Washington. He said no general revision of the internal revenue code can be expected until after the election and probably not until the new Congress comes in. In connection with the definition of life insurance in the wage stabilization regulations, he said he believes progress is being made and that something will be done to improve the situation.

He said that many pension trust plans that have long been delayed are now being cleared, and in that connection C. P. Dawson, New England Mutual, New York, chairman of the subcommittee on pension trusts, said there is a good prospect that they all may be cleared by Dec. 31. He warned, however, that data should be submitted immediately, as there may be no further extension of time.

### Discrimination on Renewals

Because of the fluid state of many legislative proposals, the report was rather inconclusive on a number of points, including that of taxation. The committee continues to urge amendment of the internal revenue code to remove the discrimination by which the value of incidents of ownership in an insurance policy is not treated like other property in regard to the estate tax.

As a result of the decision of the U. S. Supreme Court in the Eubank case, it is no longer possible for an agent to give away during his lifetime all incidents of ownership in a renewal commission contract, with assurance that the income from such a contract would thereafter be taxable to the person receiving the income. The committee says the rule now in effect discriminates against those holding contracts for renewal commissions as compared with those interested in other types of contracts such as those covering patent rights.

### Misunderstanding of Rule

The committee says there is a rather general misunderstanding by underwriters of the existing rule for taxation of income from renewal contracts received by the estate of beneficiaries of a decedent agent. In view of the fact that the commuted value of renewal commissions to be received is included in the estate of the decedent, some have questioned the fairness of also treating such renewal payments as taxable income to the beneficiaries. They looked upon these payments as an inheritance by the beneficiary from

the deceased underwriter, which, under the general rule of income taxation, would not be considered taxable income. Furthermore, in the case of an agent who might leave a taxable estate, it was felt that the inclusion of the commuted value of these renewals in the estate and their later taxation as income to beneficiaries resulted in "double" taxation.

It is stated, however, that application of the formula used by the senate finance committee in connection with the 1942 revenue bill results in recovery of deductions of the estate tax attributable to renewal values included in the taxable estate. In effect, therefore, such renewal income is not burdened with both estate and income taxes.

### Interest in Pierce Case

Reference was made to the Pierce case recently decided by the tax court, which has been received with much interest by the companies because of its conflict with current regulations, holding that the entire amount received by a beneficiary in satisfaction of provisions of a policy requiring the insurer to pay in installments is exempt from tax.

Considerable attention is given to existing discriminations in connection with transferred contracts and the situation on reversionary interest. Continued support is urged for the Bridges bill and pending measures to allow insurance proceeds to be earmarked for payment of estate taxes.

Substantial progress is reported toward revision of the regulations relating to the so-called 5% rule. The report emphasizes the inconsistency between the regulations of the commissioner of internal revenue and those of the War Labor Board on this point.

A special sub-committee of pension trust laws and legislation, headed by C. P. Dawson, New England Mutual, New York, reviewed the discussions on this subject with treasury and internal revenue officials, the rulings made on pending cases and the bulletins and mimeographs recently released.

## Move to Eliminate All Part-Timers Is Launched

A move to wipe out part-timers in life insurance entirely was launched in three resolutions adopted by the trustees and approved by the national council at its meeting Tuesday, but not without considerable opposition. When a voice vote was taken there was some question as to the result, but a standing vote showed a majority for the resolutions.

P. B. Rice, Equitable of Iowa, Harrisburg, chairman of the agency practices committee, in presenting the resolutions said they demonstrated conclusively that the agency practices code is not dead but is very much alive. The first resolution reaffirmed adherence to the code and called on all members and all companies for continued compliance with it.

### Take in Rural Agents

The second put the association on record as favoring licensing in the future of only full-time representatives in both urban and rural areas, holding that the full-time rural agent enjoys the same opportunities for financial success as the urban agents.

The third resolution pledges the association to encourage and promote action by state legislatures with respect to adequate agents qualification laws, to the end that these policies be carried out.

### Part-Timers As Members

The question was raised as to the status of part-timers who are now association members. It was stated that in the Bluegrass section of Kentucky three-fourths of the members are part-timers—bankers, teachers, etc. President Hedges said that if this program is carried out, they would have to get out of the business.

Harold Ross of Houston said that in wide-flung territory such as that in Texas these resolutions would have a very serious effect. The Texas association has done a good job on membership and it would be tough to have to tell part-timers who recently have been enrolled as members that they are now outlawed, particularly before adequate educational program is available.

### Many Originally Part-Timers

Lester Becker, Lincoln National, St. Louis, said many of those in the room had started as part-timers and questioned whether it would be advisable to junk all of them in a single step.

E. T. Proctor, Northwestern Mutual, Nashville, said that while Tennessee is now licensing only full-timers he does not consider it feasible to put a full-time man in a town of 2,500. He started as a part-timer, having been a teacher, and said he thinks a teacher is as well qualified to sell life insurance as a fire insurance agent. He declared that the effect of the action proposed would be to turn over all rural and small town business to industrial agents.

Ernest A. Crane, Northwestern Mutual, Indianapolis, national trustee, also recorded his opposition. He said some of the big producers in the large cities also operate farms, auto agencies, etc., which they operate through hired managers.

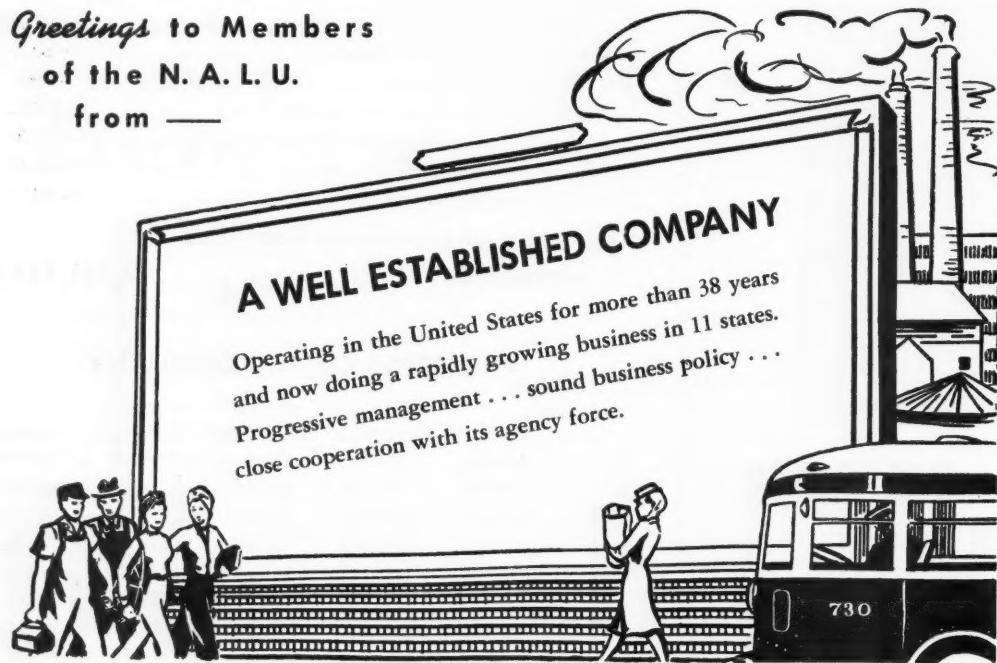
Grant Taggart, former national president, who lives in Cowley, Wyo., a town of 491, with possibly 15,000 or 16,000 people in a radius of 50 miles, came to the defense of the resolutions as a small town agent. He said there is not room in a town of 2,500 for representation of 15, 20 or 30 companies, and in that case it would be necessary to enlist teachers, janitors and elevator men.

He was seconded by a Pennsylvanian who said he always had made a living full-time in a town of 1,500 and that the problems of rural and urban agents are identical.

"Looking toward the postwar period," the report says, "when we feel that we will not only experience considerable dif-

(Continued on Page 35)

Greetings to Members  
of the N. A. L. U.  
from —



ESTABLISHED 1892  
BUSINESS IN FORCE NOW OVER \$820,000,000

*The* GREAT-WEST LIFE ASSURANCE COMPANY

HEAD OFFICE - WINNIPEG, CANADA

## Rely on State Units as NALU Grows

(Continued from Page 4)

minors and incompetents. "Give us a cause to pursue and we will fight for it," he concluded.

Ed Gettings, Northwestern Mutual, Albany, remarked that social legislation affecting life insurance in a broad way is multiplying. Insurance has in its favor the fact that there is no mystery surrounding it, due in no small measure to the fact that it is subject to the supervision of 48 states. The agents can mold public opinion and legislative thinking by providing more information about insurance. The New York legislators, he declared, have genuine interest in life insurance and desire to know more about it.

Mr. Gettings expressed the fear that in his state the legislative burden has gotten to the stage where it can no longer be satisfactorily handled by volunteer efforts and a permanent office would be costly. It seems to be necessary to establish permanent contact with the legislature.

On the score of federal versus state legislation, he remarked that if state control is to persist its advantages must be brought to the attention of state legislators and to Congressmen and "indeed even to our own members."

Mr. Hobbs called attention to the fact that 45 of the 48 legislatures will be in session next year.

### Texas Congress Plan

Robert Lyle, Western Reserve Life, Austin, president of the Texas association, told of the sales congresses in that state. Usually three congresses are held, in Dallas, Houston and San Antonio. He expressed the belief that no other factor offered as big an incentive to membership as these congresses. He stated the arrangements already are under way for the series next February. In introducing

him Mr. Hobbs said any organization which can bring out 1,700 for three days was certainly deserving of recognition.

Lynn S. Broaddus, Guardian Life, Chicago, president of the Illinois association, told of its plans for organization of a Quarter Million Dollar Round Table. He said the success of similar movements in other states led the Illinois people to believe that it would help increase membership. The first letter brought in 100 replies. It is an effort to pay honor to men who are doing a good job but not in the million dollar bracket. He introduced K. E. Williamson, Massachusetts Mutual, Peoria, who has been named as temporary chairman of the organization.

### Cooperation With Department

Mr. Pritchard took up the matter of cooperating with the insurance department. The Indiana association plans to propose to the commissioner there the formation of an advisory committee, to include representatives of the producers, the various classes of companies, and policyholders. He brought up the problem of companies selling policies by radio. He said that is one of the biggest headaches of the Indiana department and thought the associations should take some action on the matter.

Robert Hung, California-Western States Life, Hawaii, the first representative of that association ever to attend a N. A. L. U. meeting, was given an ovation when he was introduced. Entering the business in January, 1943, he qualified for this year's Million Dollar Round Table and has written already almost enough business to qualify for next year.

C. E. Cleeton, Occidental Life, Los Angeles, national membership chairman, also paid tribute to Hawaii, stating that every full-time rate book man in the

islands, to the number of 147, belongs to the association.

Before starting his talk, Mr. Rutherford introduced Miss Margaret Becker, executive secretary of the Illinois association, and Paul S. Miller, who holds a similar position with the Pennsylvania association, and paid tribute to their work.

### State Conference Plans Outlined

He stated that present plans contemplate holding 21 state conferences, along the line inaugurated the past year, in the coming year, to start with a dinner and evening session on N. A. L. U. activities, with the next day devoted entirely to local administration. Probably an hour each would be given to local association activities, programs, membership and finances, with the N. A. L. U. representative taking up not more than 20 minutes of each hour and the rest given to discussion. Then in the local association visitations fanning out from this state meeting, the points brought out would be emphasized at a "school" for the local officers and board members prior to the association meeting. He said a list of 50 men has been drawn up who will be asked to assist in these visitations.

On the matter of state association activities, he stressed the importance of sending out regular bulletins and of setting up a program at the beginning of the year and publishing it in the bulletin, so that all members may know the goal toward which they are striving.

### Problem of Local Programs

He said more should be done about local programs, not by providing them for the locals but teaching them to "know how," where to get speakers and what to do with them when they get them.

He said some associations go at the program problem backward. They ask a man to speak, then ask him what his subject will be, and then announce it in the bulletin as the program for the next meeting. What they should do, he said, is to determine what subject their members

## State Farm Life State Directors Hold Parley

Fifteen state directors of State Farm Life held a conference in Detroit on Tuesday, and on Wednesday a luncheon for 55 or 60 was scheduled. R. S. Jones, assistant state director of Michigan, was host. G. J. Mecherle, board chairman, headed the home office contingent which included R. P. Mecherle, president of the affiliated State Farm Mutual, Adlai Rust, president State Farm Life; and A. W. Thompkins, agency vice-president.

### Hawaii Is Represented

Robert A. H. Hung, California-Western States Life fieldman and a member of the Hawaiian Insurance Agencies, Ltd., a member of the Million Dollar Round Table, is official representative of the Hawaiian association. During the year he wrote 325 policies for a total of more than \$1,250,000. He averaged a sale of 5½ policies each week for the year.

Mr. Hung has just completed 20 months with California-Western States, his first insurance affiliation, and he is but 25 years old.

### E. H. O'Connor in Gallery

E. H. O'Connor, director of the Insurance Economics Society, is on hand, being much interested in whatever action the N. A. L. U. takes on the question of compulsory social security. He addressed a luncheon meeting of the Detroit Accident & Health Association Tuesday.

want and need to have discussed, possibly through a questionnaire or by asking the general agents or managers in what topics their men are most interested, and then ask the speakers' bureau of the state association whom they can get to talk on that particular subject.

He said that the big task of both the National and state associations is to help local officials to do their job.

## American United Life Announces

### COMPENSATION IMPROVEMENTS

#### Newly Added:

1. First-Year Bonus for Policy Size.
2. Increase in Renewal Commissions.
3. Service Fees for Life . . .

With Retirement Privilege.

#### Retained:

1. Liberal First-Year Commissions.
2. Complete Line of Modern Policies . . . Including Juvenile and Family Forms.
3. Complete Substandard Coverage.

*Under this improved compensation plan American United pays the agent extra remuneration for larger policies and business that persists—a practical method of increasing agents' earnings.*

**AMERICAN UNITED LIFE INSURANCE COMPANY**

*Established 1877*



*Indianapolis*

## Wants Two Candidates For Secretary Presented

(Continued from Page 4)  
said that three points must be considered in connection with trustee candidates—qualification, company affiliation and geographical location. It always has been the policy to give representation on the board to the various classes of companies but it would be difficult to maintain this balance if the trustees were selected by districts. It would even be possible that all or a

majority of the trustees would be representatives of the same company.

Furthermore, in a district containing several important states, as for example in the one which now includes Wisconsin, Illinois and Indiana, there would undoubtedly be a system of rotation among the states, and even if a state did not have a top-flight man the year it was entitled to name the candidate, it would still insist on its right to make the selection.

However, he said the objective of securing greater participation in the selec-

tion of candidates is important, and the committee therefore recommended that the state associations be charged with greater participation in the choice of candidates for office and members of N.A.L.U. committees. He said several state associations already have appointed committees to work along this line. It is hoped in this way to increase the number of candidates and it was for that reason that the committee recommended that there be no limit on the number of candidates presented to the council.

In connection with the recommendation that two candidates be nominated for secretary, it was to be presumed that several years of training would be desirable for any man elected president of the National association and therefore it was thought that competition for the office of secretary should be encouraged.

At the annual meeting the national officers, trustees and committee chairmen as usual were seated on the platform, in front of a velvet back drop bearing the legend, "America's Life Insurance—An Instrument of Social Service."

### Hedges Summarizes Report

President Hedges in opening the council session expressed his pleasure in the fact that holding the convention in Detroit had given an opportunity to welcome so many Canadian representatives. He introduced George E. Lackey, Massachusetts Mutual, general chairman of the Detroit convention committee, who gave a brief greeting from the host city.

He summarized briefly some of the highlights of his report on the year's activities which was to be given at the general session Wednesday.

Miss Ellen W. Putnam, Rochester, N.Y., reporting for the women's division, called attention to the fact that 4,100 new women agents have entered the field the past year, 900 in the ordinary field and 3,200 in the weekly premium business and that the great effort of her committee has been to bring these new women agents into the associations. Steps also have been taken toward cooperation with the newly established women's division of the Institute of Life Insurance.

Paul Dunnavan, Canada Life, Minneapolis, reporting for the committee on cooperation with trust committee, said that while there are 23 trust councils in operation, there is need for more groups interested in advanced underwriting, leaving the trust council idea to the larger cities where there is a field for it.

Harold W. Breining, assistant administrator veterans administration, a special guest speaker, said he had spent his entire life in life insurance, not in the agency department but on the fiscal and underwriting side. He said he had, however, made one observation on the sales side—that the important thing is not to sell a policy but to sell insurance. He expressed the belief that National Service life insurance will ultimately have a favorable effect on private insurance.

Maj. Horace H. Wilson, of the Adjutant General's Office, who before entering the service was general agent of Equitable Life of Iowa, and an active member of the New York association also commented on the extent of National Service life insurance, the way in

★ ★ ★ ★ ★  
*Greetings . . .*

### TO THE NATIONAL ASSOCIATION

From the capital of the Buckeye State, The Midland Mutual Life extends greetings to members of The National Association of Life Underwriters attending their 55th annual meeting in Detroit.

Back in 1906—38 years ago—when Midland Mutual started writing business—The National Association had 2,556 members compared to 32,413 on June 30—nearly 13 times as many. In its first year Midland Mutual got off to a good start with \$278,100 new business. From that initial nest egg our insurance in force expanded to \$143,639,036 on June 30.

We are glad to cooperate with The National Association in its endeavors to constantly better the business just as we work hand in hand with our agents in aiding them to achieve consistent progress.

★ ★ ★ ★ ★  
LIVE FOR  
TODAY  
INSURE FOR  
TOMORROW



### The Midland Mutual Life Insurance Co.

580 E. BROAD STREET COLUMBUS, OHIO

### GREETINGS N.A.L.U. FROM KANSAS CITY, MISSOURI



Thanks a million for the cooperation of all the members of the National Association of Life Underwriters.

**HERBERT A. HEDGES & ASSOCIATES**  
General Agent  
EQUITABLE LIFE OF IOWA, KANSAS CITY, MO.

**ROBERT J. COSTIGAN**  
MISSOURI BRANCH MANAGER  
BUSINESS MEN'S ASSURANCE COMPANY  
230 B. M. A. BUILDING

**J. R. FARNEY**  
DIRECTOR OF AGENCIES, WESTERN DIVISION  
THE OHIO NATIONAL LIFE INS. CO.  
MISSOURI—KANSAS—OKLAHOMA  
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**KANSAS CITY AGENCY**  
J. D. McInnes, Manager  
KANSAS CITY LIFE INS. CO.  
UNIVERSITY CLUB BLDG., 914 BALTIMORE AVE.

which it has been handled and how assistance can be given by life insurance men.

In replying to a complaint regarding delay in payment of claims, Mr. Breining said when he left Washington there were only 42 cases pending.

#### Hear Affiliated Organization Heads

M. Luther Buchanan of Boston, president of the American Society of C.L.U.; A. J. Ostheimer, 3d, Northwestern Mutual Life, Philadelphia, chairman of the Million Dollar Round Table, and Miss Elsie M. Matthews, Manhattan Life, Montclair, N. J., chairman of the Women's Quarter Million Dollar Round Table, were introduced and spoke briefly.

W. H. Andrews, Jr. and Clifford H. Orr told of the war bond campaign. James E. Rutherford, executive vice-president said that at the mid-year meeting it is planned to hold meetings of all committees in the evening and asked the approval of the council for the idea, which was given.

Memorial resolutions were adopted for Lawrence Priddy of New York and A. O. Eliason of St. Paul, both former National association presidents, who died since the last meeting.

#### Marsh Unable to Speak

Lt. Col. John D. Marsh, who in civilian life is general agent for Lincoln National Life at Washington was to speak on the personal affairs program in the air transport command—work which has life insurance ties and in which life insurance men are making a contribution, but was recalled to Washington after his arrival in Detroit Monday.

It was Marsh that originated the idea of a personal affairs division and the system has been duplicated by the entire army. In the ATC personal affairs division there are 100 officers and 300 enlisted men and of that number 75 are former life insurance men. It is with this division at New York that T/Sgt. Donald Barnes, research director of N.A.L.U., is connected.

## PLAN FOR PEACE-TIME

Everywhere men, still gravely aware of war's demands, are, nevertheless, turning their minds to plans for peace-time. Never before have the economic principles of life insurance been fortified with such acute public awareness of the need of planning.

Fidelity agents with a complete kit of sales tools are well equipped to capitalize this public acceptance. Just recently they gained a new approach to post-war and life-time planning in Fidelity's non-medical for Juveniles—full insurance down to age 5, payor benefits to age 15. Issue age for graded benefits, 0 to age 4.

Faithfully Serving Insurers Since 1878

**The FIDELITY MUTUAL LIFE  
INSURANCE COMPANY  
PHILADELPHIA**  
E. A. Roberts, President

## Broaden Approach to Compensation Issue, Connell Urges

The necessity for broadening the approach to the question of agents' compensation to take into consideration the best methods of distribution and servicing of life insurance was emphasized by Clancy D. Connell, Provident Mutual, New York, in his report on behalf of the compensation committee. He said that at the joint conference with the committee of the Sales Research Bureau some members of that committee agreed that too much stress had been placed on formulas and rates of compensation and too little on the other factors involved. He praised the step taken by the bureau in the formation of the new management committee, headed by W. P. Worthington, Home Life.

Mr. Connell said the job of the agent has never been adequately defined, that his committee had been working on the idea of preparing a blueprint along that line and that the trustees now have instructed the committee to prepare such a blueprint.

He reported that 57 companies now have adopted retirement plans and 25 have made provision for service fees.

#### Leighton Attacks Special Policies

W. S. Leighton, New York Life, Minneapolis, said that the committee is to be commended for the good work it is doing and has done in connection with improving the compensation for agents. However, he said he failed to find anything in the report about a very serious trend which directly affects agent's compensation. That is the steadily increasing number of companies which are introducing so-called preferred risk and other low premium contracts, usually with lower percentage rates of commission for the agent. "This trend in increasing degree nullifies to a great extent the good work

the committee is doing and in my opinion should be investigated and studied immediately. Not only are more and more companies bringing out these lower premium, lower percentage of commission contracts, but the trend to reduce agent's commission is evident in nearly every type of new contract introduced."

He said the original policy of that type by the ordinary companies "was a rebate and a discrimination then, and it is a rebate and discrimination now, and, as a matter of fact, so are all these competing policies brought out by the other companies, because every advantage given the insured in these special polices has been done at the expense of the agent. If the agent himself did it, he would be guilty of rebating. The companies doing it by a special policy are discriminating. Both practices are against the existing laws of every state in the Union."

He referred to the recent death of Lawrence Priddy, whom he characterized as one of the great life insurance agents of all time.

"Nearly 30 years ago," Mr. Leighton said, "his company and mine brought out one of these special contracts at a reduced premium and a reduced percentage of commission. At that time he was president of the New York association. At the very next meeting he addressed the asso-

ciation, told them what his company had done and swore he would never write one in his life, and also told President Darwin P. Kingsley just what he had told the association. The policy was withdrawn immediately.

#### Agents Shouldn't Bear Burden

"I constantly hear that nothing can or should be done for the agent which will in any way increase the cost of insurance to the public," Mr. Leighton continued. "That may be true but there certainly is no reason to decrease the cost at the expense of the agent. Just why the agent alone, of all the people in this business of ours, should work for less and less commission on lower and lower premiums is beyond my understanding."

"Agents have been paid little enough and the TNEC certainly brought that to light. The New York State insurance laws established a low enough commission and loading limit on premium rates which they felt it fair for the public to pay for their insurance protection. There is no reason why any part of the public should receive their insurance at a discount."

"I believe you will agree with me that most insurance people are not too happy about the recent Supreme Court decision declaring insurance to be commerce.

(Continued on Page 34)

## The Berkshire Triangle Pattern



Modern business requires modern sales methods and sales tools designed expressly to meet the peculiar selling requirements of modern markets.

If you are not familiar with  
this modern sales aid —

ASK ANY **Berkshire** GENERAL  
LIFE INSURANCE COMPANY AGENT  
Incorporated 1851

HARRISON L. AMBER, President • PITTSFIELD, MASSACHUSETTS

## Want to Be Included Under SS Act

(Continued from Page 8)

council survey indicates that 67.7% favor inclusion. General agents form the largest percentage group who are not in favor of having underwriters included, but even in that group approximately 64% favor inclusion. Those members who are already included in the present act are somewhat more inclined to believe that all underwriters should be included than are those who are not presently included, but clearly, the majority are in favor of having life underwriters included.

The membership of the National association is more interested in the provision for old age benefits than in dependent coverage and this thinking holds true even among those members who have dependent children, although the percentage, as might be expected, is not as marked.

The social security system in its present form is practicable and can be worked out successfully in the opinion of 65%. However, 16% believe that it will not work out successfully, while 18% are at the moment undecided as to the practicability of the present act. There is no marked difference in the opinion of agents on this particular question as compared

with the opinion of those in the other employment categories.

In considering whether or not present coverage should be extended to cover all workers, there is no marked difference in the thinking on this question when the various employment categories are considered separately.

There can be no question but that a large majority of the members of National association feel that the present subsistence level (maximum of \$85 per month) should not be increased under any circumstances. A preponderance of those who are included and those not included, as well as those having dependent children or not having dependent children, all agree, to the extent of 75% to 80%, that the maximum should not be increased. It should be pointed out that on this particular question 40.9% of the agent group in the Illinois survey feel that the limit should be raised, whereas only 14.5% of the agent group in the National association council believe that the maximum should be increased.

The survey indicates clearly that members feel that it is not the proper function of the federal government to provide additions to the existing coverage for old

age and survivors insurance. The council survey indicates that 81.1% and the Illinois survey indicates that 53.4% share this opinion. The surveys indicate that opinions on this question are influenced to some degree by whether or not members are presently covered. The most significant fact regarding proposed additions to the present coverage is that those desiring such additions have a dominant interest in total and permanent disability benefits with no significant numbers being interested in coverage for medical services, hospitalization or temporary disability.

It is clearly indicated that those members who believe that the present act should be extended to cover life underwriters are quite willing to have the progressive tax schedule, calling ultimately for 3% each from employee and employer, made operative before consideration is given to expanding the benefits. There is every indication that agents have a clear realization of the ultimate cost of such benefits and strongly desire to have the system adequately financed; and believe that no consideration should be given to expanding the benefits until the progressive tax is operating at its top level.

The most decided opinion expressed by both the Illinois association and the council surveys was that pending legislation designed to provide broad additional benefits and services, estimated to require 6% from employee and employer, should not be enacted.

### Against Tax Hike

The surveys definitely indicate that 85% are not in favor of additional benefits being provided if it is to place a tax burden of 6% on employees and employers, 65% believing the present progressive tax should be made operative, while at least 85% feel that legislation providing for additional benefits and services should not be enacted after consideration is given to the estimated aggregate 12% payroll tax. It is also significant that there was

little difference in the opinions of those who are currently covered and those who are not.

The council group feels that wide social security coverage would have an unfavorable effect on individual initiative and thrift. It is significant that the agent group, whose opinion should be most valuable because they actually talk to prospects, were of exactly the same opinion percentage-wise as the entire group.

While the Illinois survey does not indicate quite so pronounced an opinion on this point, the fact remains that a majority believe it would tend to affect individual initiative and thrift.

### Use SS in Selling

The survey conducted by James Rutherford, executive vice-president among the active members in New York City, New Haven, Conn., Maine, New Hampshire and Rhode Island substantiates the conclusions indicated in the council and the Illinois surveys, so far as the number of members who are currently covered by social security, the number who will enjoy the benefits of a company retirement or pension plan, and those who desire to be covered by the present social security act. This report indicates that out of the 45.2% not covered, 72.1% desired to be included.

The Rutherford report also covered the use of the present social security system in furthering the sale of new life insurance. The report indicates that 95% of all companies have taken cognizance of the "sales" opportunities presented by the present social security act and have developed sales procedures designed to coordinate private life insurance with the benefits of the act. They have also taken occasion to instruct their agents in the proper use of these sales procedures. In addition 91% of the members answering the questionnaire have used the old age and survivor insurance feature to aid in selling life insurance and 86% of those answering expressed an opinion that it had actually increased the amount of in-

## A TRIBUTE TO LIFE UNDERWRITERS!

### When Leaders Are Needed

.. IN WAR BOND SALES, RED CROSS  
OR COMMUNITY FUND DRIVES

- OR -

IN HELPING INDIVIDUALS protect their homes, educate their children or provide for old age, the LIFE UNDERWRITERS—particularly those who are N.A.L.U. members—are always in the foreground doing splendid work. We congratulate them on their civic leadership, as well as on their work in the Association.

INDIANAPOLIS LIFE points with particular pride to its own Associates in the field and to its part with them in—

#### —BUILDING QUALITY BUSINESS

(Reflected by a very low lapse.)

#### —BUILDING A PROFITABLE CAREER

(Indianapolis Life men are known for their high average earnings.)

#### —BUILDING A SECURE FUTURE

through lifetime service fees and a pension at 65.

## INDIANAPOLIS LIFE INSURANCE COMPANY

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A Legal Reserve Mutual Company Organized in 1905

### QUALITY, SERVICE, SAFETY

Agency opportunities for career men in Indiana, Illinois, Texas, Ohio, Michigan, Minnesota and Iowa.

EDWARD B. RAUB  
President

A. H. KAHLER  
2nd Vice-President  
Supt. of Agencies

## 3 IMPORTANT POINTS YOU SHOULD KNOW ABOUT 3 GREAT AMERICAN LIFE

1. That your efforts with this company are being appraised by home office executives who are salesminded.
2. That the home office staff has intimate knowledge of conditions in the field through actual working experience.
3. That the management has always directed financial policies to assure Great American Life men they are selling the soundest possible insurance values . . . in the form of truly "salable" contracts.

THE  
**GREAT  
AMERICAN**  
LIFE INSURANCE COMPANY  
HUTCHINSON - KANSAS

WILL S. THOMPSON, President



surance which they were able to sell. The Illinois association survey was conducted by the Life Agency Managers of Chicago; Philip B. Hobbs, Equitable Society; John D. Moynahan, Metropolitan Life, and Freeman J. Wood, Lincoln National, being on the committee. Continental Assurance and Metropolitan Life tabulated the results and Union Central Life printed the report.

### Mass. Mutual Has Many Activities at Detroit

The executive committee of the general agents association of Massachusetts Mutual Life, together with about 12 other general agents of that company and a number of head office executives held sessions in Detroit Monday and Tuesday with J. W. Tyson of Richmond, president of the association presiding. A dinner for all Massachusetts Mutual representatives is scheduled for Wednesday evening and that group is expected to number about 175. George E. Lackey, Detroit general agent and former N.A.L.U. president, will give a welcoming talk.

The home office group includes Chester O. Fischer and James A. Behan, vice-presidents; James M. Blake, manager of field service; L. M. Huppeler, assistant director of agencies in charge of pension trusts; H. H. Irwin, educational director, and Agency Assistant Emanuelson.

### Pennsylvania 100% for Orr

A poll of the 26 local associations in Pennsylvania indicated 100% representation in Detroit with unanimous endorsement for Clifford H. Orr, National Life of Vermont, Philadelphia, for trustee National Association of Life Underwriters. They urge his reelection because of his splendid record in various capacities in association work through the years, particularly as sales director for the national war bond activities of the N.A.L.U.

## National's General Agents Confer

More than 60 general agents of National Life of Vermont and 12 executives from the home office attended the general agents' conference in Detroit this week, starting with a fellowship dinner Sunday night, at which President Elbert S. Brigham spoke on "What's Ahead." Other home office men in attendance included L. Douglas Meredith, vice-president and finance committee chairman, who spoke Monday on the National's Financial Status; Herbert R. Pierce, vice-president and secretary; H. H. Jackson, actuary; Dr. Edwin A. Colton, medical director; D. Bobb Slattery, superintendent of agencies; Karl G. Gumm, Francis L. Merritt and Adam E. Littig, assistant superintendents of agencies; Walter G. Nelson, Jr., attorney, and G. Wendell Williams, clerk pension trust committee.

Vice-president E. D. Field, who was to have given the keynote address at the Monday session, was unable to attend because of a sacro-iliac injury, and Mr. Slattery read his paper. Especial interest was taken in the panel discussions on "Agency Problems and Solutions," with Mr. Slattery as chairman, and on "Pension Trusts," in charge of Mr. Williams.

National is giving a dinner at the Detroit-Leland hotel Wednesday night for all its agents who are attending the N.A.L.U. meeting. There are more than 100 of them on hand, the largest number ever registered for a national association convention.

### United Benefit Men on Cruise

Four home office executives of United Benefit Life, S. C. Carroll, vice-president; C. S. Adams, assistant to the president, W. E. Huggins, superintendent of claims, and H. C. Carden, superintendent of

agencies, with their wives, arrived Wednesday to take part in the lake cruise arranged by Earl B. Brink of Detroit, Michigan manager. There will be 386 on the cruise, including 14 managers from other states, extending as far east as New York.

### Detroit Headquarters Expanded

The Detroit association has expanded its headquarters at 622 Book-Cadillac Hotel to include a conference room for committee meetings. Bette A. Benson, executive secretary, has been busy getting arrangements for the convention in shape. She has been in her post since January, having formerly been with the Northwestern National Life's home office in Minneapolis. The Detroit association's library project is making progress and the bookcases in the headquarters office are rapidly being filled.

### Lawrence Has Cox in Tow

H. C. Lawrence, Lincoln National, Newark, flew to Detroit Sunday with Carleton Cox, Metropolitan Life, Pater- son, N. J. Mr. Cox is a candidate for trustee and Mr. Lawrence is his campaign manager. Mr. Lawrence laughingly recalls that he was twice an unsuccessful candidate for trustee. He says he now has a winner in tow.

## Latest Sales Helps On Display at N. U. Booth

All the latest sales helps and educational material are on display at The National Underwriter booth on the fourth floor of the Book-Cadillac Hotel, including Meyer Goldstein's pension plans, golden rule insurance calculators, the Hiller budget slide rules, social security slide rules and calculators, P. H. Graven-gaard's business insurance books, the Estate-O-Graph, and the Diamond Life Bulletins. A. J. Edwards, Detroit manager, is in charge, assisted by Albert S. Cutler, Chicago, and William J. Smyth, New York.

### Mutual Life Contingent

From the home office of Mutual Life there are A. E. Patterson, executive vice-president; Roger Hull, vice-president; Harry Cadwell, superintendent of agen- cies; Roger Bourland, director of sales promotion; Ben H. Williams, director of training.

**Greetings  
and  
Good Wishes**

Members of the  
National Association of  
Life Underwriters



**PACIFIC MUTUAL  
LIFE INSURANCE COMPANY**

(A CALIFORNIA CORPORATION)  
HOME OFFICE, LOS ANGELES, CALIFORNIA

PACIFIC MUTUAL...A DISTINCTIVE COMPANY

LIFE-ACCIDENT  
HEALTH-ANNUITIES  
GROUP INSURANCE

Facturing the New  
and Unusual Savings  
Plan That Pays  
5 Ways



*"I have only one man now..."*

a very young man... just five years old. Taking Daddy's place is a pretty big job, but he will do it in the years to come. For through Life Insurance, John preserved for us our heritage of Liberty, that is America. His faith is our faith. His strength, our strength.

Just a few pews away sits Bill Brown, the man

who wrote our Insurance. He knows how near we came to losing this heritage. The times when the load seemed almost too much for us to carry. Those were the times he counseled us, encouraged us, worked with us. Yes, our fight has been his fight too. We have no finer friend."

*Thus, another medal is bestowed on Bill Brown.*

THE FARMERS & BANKERS LIFE INSURANCE COMPANY

RADIO STATION KFBI

WICHITA, KANSAS

1070 KILOCYCLES

H. K. LINDSLEY, PRES.

F. B. JACOBSEN, VICE PRES., SECY'

J. H. STEWART, JR., VICE PRES., TREAS.

## We sell 'em from BIRTH

Juvenile is big business with us.

We encourage it—and the response of our agents to the opportunity is gratifying.

The Juvenile field opens up additional thousands of prospects, with 3 million new ones coming along each year.

Our selling aids for Juvenile are effective. They include:

1. The Six Step Sales Plan
2. The Baby Letter
3. The Baby Book
4. The Juvenile folder

The folder explains the need, and is used in the canvass, or as pre-approach. It also has an illustration of our popular Special 20 P. E. 65, which is an unusually attractive form and our best seller in the Juvenile line.

On request, we will gladly send any of the material mentioned above. Write E.P. Oertel, Assistant Vice President.



Inquiries invited from:

Cal., Colo., D. of C., Idaho, Ill., Ind., Iowa, Kan., Ky., Mich., Minn., Mo., Mont., Neb., N. C., N. D., Ohio, Okla., Ore., Tenn., Texas, So. Dak., Va., Wis., Wash., W. Va. and Wyoming.



## Great Northern Life INSURANCE COMPANY

110 S. Dearborn St.

CHICAGO 3

## Review Big Role Life Men Play in War Bond Sales

(Continued from Page 12)

as in installing payroll savings plans, Philip O. Works, Rochester general agent Penn Mutual Life, campaign co-chairman, reported. Two life underwriters are on the permanent city war bond committee. Rochester has been designated a Treasury City, 90% of all employees participating in payroll deduction plans. In addition to a weekly premium division there are 13 team captains with a total of about 100 men who have enrolled 800 firms with 40,000 employees. The weekly premium division covers the smaller firms as most of them are located in outlying areas where the industrial men have debts. The average monthly payroll deductions in Rochester total around \$2,000,000.

Through the experience gained in developing highly specialized war bond sales organizations, life associations are actually paving the way for greater community service after the war, L. V. Drury, chairman Pennsylvania life underwriters war bond committee, pointed out. Although the prime function of underwriter associations may be rendering service within the industry, the post-war era offers a definite challenge for life men to serve in new roles by participating in the rehabilitation program. By taking an active interest in broad civic programs the life underwriters can render a real public service with their highly trained and efficient organizations, Mr. Drury emphasized.

Pennsylvania's life insurance division sold \$67,408,075 in bonds in the fifth war loan drive, as a result of its thorough organization. Six vice-chairmen head various divisions and they in turn have regional and county chairmen under them. A. F. Haas, Mutual Life, Philadelphia, who has headed the eastern division will act as state sales director under Mr. Drury in the sixth war loan drive. Certificates of merit were awarded by the Pennsylvania association to agents making 25 individual sales in the last drive while those making 50 sales received certificates of distinction.

Effective results in the fifth war loan in training war bond salesmen were explained by A.C.F. Finkbeiner, immediate past president of the Pennsylvania association. As it was not possible to train all the 30,000 workers, it was decided to concentrate on team captains and to develop a sales track or brief sales talk for the individual workers. The regional chairmen organized teams of trainers made up of supervisory personnel and leading life agents.

Nevin B. Mostoller, Metropolitan Life field supervisor in Philadelphia, drafted two outlines, one on training salesmen and another on "How to Sell a War Bond." Under this program the results obtained far exceeded those in previous drives and "we demonstrated that we could organize for this activity on a statewide basis bringing to the job capable trainers," Mr. Finkbeiner pointed out.

The development of the speakers' program in Oklahoma was discussed by J. Hawley Wilson, Oklahoma City general agent Massachusetts Mutual. Short war talkies were of great assistance. The war bond participation was directly responsible for the organization of three new local associations in the state, he reported.

## Broaden Approach to Compensation Issue

(Continued from Page 31)

They are concerned about it because they are wondering what form of national supervision might come out of it, if any. In my opinion, if we do not ourselves correct this trend of more and more companies issuing discriminatory policies, and in fact, eliminate it speedily, we will have national supervision and that might not be the end."

President Hedges said Mr. Leighton's suggestions will be referred to the new committee on agent's compensation.

## Resolution Urges Continuance of National Service Life Insurance

A strongly worded resolution on National Service Life Insurance was adopted by the trustees and approved by the national council Tuesday, although with a few dissenting voices. It reads:

"National Service Life Insurance has been of great benefit to the members of the armed forces and their families and, in conjunction with the life insurance already owned by them, builds a base of insurance protection and a morale of which America can be proud.

"In World War II, as in World War I, the National Association of Life Underwriters, through its local associations, assisted the War and Navy Departments in promoting the procurement of National Service Life Insurance by the armed forces.

"The members of the National Association of Life Underwriters have constantly endeavored to assist service men and women with their National Service Life Insurance and the association by resolution has urged all members of our armed forces to take the full amount of National Service Life Insurance available.

"Be It Resolved, That all life under-

writers should make their services available to those discharged from the armed forces and should encourage them to continue their National Service Life Insurance in force."

## Miss Kuhn New Quarter-Million Round Table Head

Some 75 attended the Women's Quarter-Million Dollar Round Table dinner at the Statler Tuesday evening. Miss Elsie M. Matthews, general agent of Manhattan Life, Montclair, N. J., the retiring chairman, presided.

Miss Hermine R. Kuhn, Manhattan Life, New York, is the new chairman.

The executive committee consists of E. C. Bush, Mutual Life, Baton Rouge, La.; Elizabeth Souerdike, New England Mutual, Detroit, and H. C. Herrmeyer, Penn Mutual, Minneapolis.

Misses R. M. Kelly, Detroit, Matthews and Kuhn, all of Manhattan Life, were hostesses at a cocktail party preceding the dinner. At the last minute Miss Kelly was unable to attend due to sudden illness. V. W. Edmondson, assistant to the president; C. R. Corcoran, superintendent of agents, and James Ranni, general agent from New York, represented the home office.

## THE NEW INSURANCE MONEY MAKER Issued by the ILLINOIS BANKERS LIFE ASSURANCE COMPANY

### *The Income Builder*

1. We have a NEW PLAN to enable you to make more money in these times.
2. ONE-TENTH THE SALES, through large first commissions and large renewal commissions, will return you TEN TIMES the earnings of the same volume of life insurance alone under our plan.
3. IN ONE YEAR, you build as large a renewal income as you would in ten years writing the life insurance alone under our plan.
4. This Insurance Pays All Ways:

If you live too long.

If you do not live long enough.

If you are disabled.

If you have an emergency need for cash.

ALL AT EXCEPTIONALLY LOW COST.

HUGH D. HART

Vice-President and Director of Agencies

## ILLINOIS BANKERS LIFE ASSURANCE COMPANY MONMOUTH, ILLINOIS

1st Day

## N.A.L.U. to Set Up Training Division

Establishment of a department of education and training—with emphasis on training rather than education—at national headquarters was authorized this week by the trustees of the National association. An appropriation of \$15,000 was made for the establishment of the department and a committee of association leaders already has been named to search for a man to head this department.

In announcing this action at the national council meeting, Clifford H. Orr, National Life of Vermont, Philadelphia, chairman of the committee on education, said that while training is primarily the job of management, most of the 253 companies represented in the National association fall short of what should be done along this line, largely because of lack of proper personnel, and the chief hope must be found in the associations.

He emphasized training in skills and techniques, rather than pure education, although he said such training might well bring about more interest in C.L.U. work. The need for such training, he said, is evidenced by the fact that last year 50 to 60% of the men in the business wrote less than \$100,000 and 75% less than \$150,000.

## Move to Eliminate All Part-Timers Is Launched

(Continued from Page 28) Faculty in rerecruiting the established agent now serving with the armed forces but also in attracting new men into the business, the committee feels that the present time offers the best opportunity for the elimination of the part-time and marginal representative and that in the public interest our agency system should not continue to accept a slackening in our standards of qualification and business operation, but that the code instituted in

1934 should be strengthened, not weakened."

The committee urged the establishment of further recognized training courses as a step in promoting a higher standard of efficiency, as improperly written or arranged life insurance reflects on the ability of the business to serve the public.

## Research Bureau Makes Plans for Annual Meeting

From the Sales Research Bureau there are John Marshall Holcombe, Jr., manager, L. W. S. Chapman, director of service, James E. Scholefield, the new editor of "Managers Magazine" and Richard D. Ford, consultant.

The bureau group was in session all day Tuesday with the advisory committee on the annual meeting headed by Wendell Hanselmann, Union Central. The meeting is scheduled for Nov. 14-16 at the Edgewater Beach Hotel, Chicago, and it was decided that it will be held.

## Jones Host to Secretaries

Wilfrid E. Jones, executive secretary of the N. A. L. U. is giving a luncheon Wednesday for the executive secretaries of state and local associations. Among those present are Joy Luidens, Chicago; Sally Campbell, Cleveland; Bette Benson, Detroit; Margaret Becker, Peoria and Illinois state; Paul Miller, Pennsylvania state.

## Johnson Rotary Speaker

Holgar J. Johnson, president Institute of Life Insurance, is addressing the meeting of the Detroit Rotary Club Wednesday.

## Berkshire Dinner for Dore

The Berkshire Life dinner Wednesday evening honors E. J. Dore, Detroit general agent and N.A.L.U. trustee. W. Rankin Furey, agency vice-president, is on hand from Pittsfield.

## YOU ARE JOHN AND GEORGE TO US

We all work together at the North American Life. All our officers started in the field and they know the producers' problems from A to Z. We realize that close personal contact is vital in starting a new man on the right track and in keeping the experienced agent producing in top form.

**AGENCY OPENINGS IN  
N. J., Ga., Ohio, Ind., Mich.,  
Ill., Kan., Wis., N. D., Neb.,  
Calif., and Mo.**

The North American Life's surplus increased 25% in 1943 . . . you can make real progress with this growing company.



**NORTH AMERICAN LIFE INSURANCE COMPANY  
OF CHICAGO.**

C. G. ASHBROOK

Vice Pres.-Supt. of Agencies

North American Building, Chicago 3, Illinois



## BUILDING

Building a business or building a company is an extension of the principle of building men. The progress of the individual is a factor in the progress of the company he represents. With the Washington National it is a fundamental that promotions are made within the ranks. The men who carry the Washington National rate-book know that their success and advancement will be measured only by their ability and performance. There are no ceilings on progress in the Washington National!

**WASHINGTON NATIONAL  
INSURANCE COMPANY**

CHICAGO

EXECUTIVE OFFICES: EVANSTON, ILLINOIS

## OREGON MUTUAL LIFE INSURANCE COMPANY

Portland, Oregon

Office of the  
President

September 13, 1944

Dear "Yours Truly, Ed Graham":

As you gather in convention today, we take this opportunity to recognize the fine job you've been doing all these years. And your job is getting bigger and more important with each passing day.

That's why we unqualifiedly endorse your meeting in Detroit this week, during which you will consider constructively the new issues which confront you.

What you plan for the future is bound to help all of us, and if Oregon Mutual Life Insurance Company can help you in any way to transport money from the place where it isn't needed to the place where it will be needed, please tell us so we can co-operate further with you.

Sincerely yours

(Signed) *W. C. Schuppel*  
President

## FOR THE FIVE YEAR PERIOD—

DEC. 31      DEC. 31  
1938 — 1943

Our business in force increased..... 40%  
Our new annual paid-for business increased..... 87%  
Our surplus and contingency reserves increased..... 55%

AND

For the First Six Months of 1944

VS.

The First Six Months of 1943

Our new paid-for business is up..... 34%  
Our increase of insurance in force is up..... 97%

Such continuous and growing achievements  
can only be accomplished by a progressive  
and happy agency organization.

### THE LAFAYETTE LIFE INSURANCE COMPANY

Lafayette Life Building  
LAFAYETTE, INDIANA

F. L. ALEXANDER  
President

RANDALL G. YEAGER  
Supt. of Agencies

**Our Expansion Program  
has created  
SOME UNUSUAL  
AGENCY OPPORTUNITIES**

in  
CALIFORNIA  
ARIZONA, COLORADO  
KANSAS, MISSOURI  
OKLAHOMA, NEBRASKA  
MINNESOTA, MONTANA  
IOWA, WYOMING  
NORTH & SOUTH DAKOTA

Considering Development of Texas

New Business Volume is up at

### NATIONAL RESERVE LIFE INSURANCE COMPANY

Topeka, Kansas  
and

### POLICYHOLDERS' NATIONAL LIFE INSURANCE COMPANY

Sioux Falls

South Dakota

ASSOCIATED COMPANIES

### Membership at All-Time High, Hedges Reports

(Continued from Page 8)

the average yearly income. "We urge you to strengthen to the maximum of your capacity that cushion against future economic adversity," Mr. Hedges declared.

Characterizing the life companies' \$39 billion in assets as a "huge reservoir of economic freedom," Mr. Hedges pointed out that \$10 billion of this sum has been invested in war bonds since Pearl Harbor.

Life insurance has played a vital part in combating the powerful inflationary surge. Today 77 cents out of every dollar invested in life insurance is finding its way into the government's vast war program.

#### Educational Work Stressed

The National association has redoubled its efforts in educational work, Mr. Hedges reported. "We believe that, if the public understands what life insurance is and can do for them, they have sufficient power to exercise control over both private and government initiative to ensure that problems confronting our business are solved in the common interest."

Through its committee on law and legislation the National association has maintained a vigilant guard and is ever alert to protect the interests of policyholders and the business. "We shall ask for no favors, we shall expect no concessions. We shall be clear, specific and uncompromising in our endeavor to honestly interpret the interests of our business and our policyholders," he asserted.

#### Recognizes Need for Improvement

The National association is ever conscious of the need for improvement in our methods for recruiting, training and developing qualified and competent manpower. "We recognize the desirability and need for improving the financial stability of career underwriters. We are facing the necessity for strengthening our codes of agency practices and business standards."

Next year the National association will undertake an ambitious program to improve selling techniques and raises standards in serving the public, Mr. Hedges reported.

Much progress has been made in an industry-wide approach to the vital problems that confront the business. Mr. Hedges expresses appreciation to company representatives who "sat down with us in an attempt to agree upon a position to be taken on each particular matter." Company men have been cooperative and even when they have not seen eye to eye on some problems there has been no inclination to domination or control the discussions.

#### New Problems Ahead

Mr. Hedges warned against fanciful thinking that the problems confronting life insurance will automatically disappear when peace comes. "From the galloping surge of war to the slower tempo

of peace there will be those who would pollute our philosophy of life and under the veil of social progress destroy those virtues. Our people have the character to face their responsibilities and the common sense to accept the challenge to meet them. Let us not be swayed by the proceedings of political pundits. Let us not be confused by devious thinking. Let us discriminate between issues and let us dedicate ourselves to the institution of life insurance—the bulwark of the American system of free enterprise."

### Hung to Talk Before Council Thursday Afternoon

Jul Baumann, chairman of the program committee, announced at the national council meeting an added feature for the election meeting of the council Thursday afternoon in the form of a talk by Robert Hung of Hawaii, who is expected to have an especially interesting story to tell.

### Equitable Life of Iowa Has 150 in Detroit

Equitable Life of Iowa held a luncheon on Tuesday and will hold a dinner Wednesday evening for 150. The home office contingent is headed by President F. W. Hubbell and includes R. E. Fuller, agency vice-president; A. Scott Anderson, agency secretary; P. C. Irwin, actuary; E. E. Smith and E. E. Cooper, assistant agency vice-presidents.

#### Ernest Owen Sees Old Friends

Ernest W. Owen, former Detroit manager of Sun Life, who was for years a leader in N.A.L.U. affairs and was secretary for several years, is fraternizing with old friends. He is now serving as vice consul in charge of public relations for the British government.

#### 35 in Los Angeles Group

The Los Angeles delegation numbers 35. Among the group are W. M. Rothamel, vice-president of Pacific Mutual Life, and Verne Jenkins, vice-president of Occidental Life. Robert A. Brown, Pacific Mutual, former Million Dollar round table chairman, is on hand for his first meeting in five years. He is wreathed in smiles, as the day before he left he closed a \$500,000 case.

#### Banks Ends Army Service

Friends of Maj. Rene P. Banks, who before entering the Army was general agent at Cleveland for Penn Mutual Life, report that he is now back in civilian life.

#### Illinois Well Represented

Over 10 are here from Peoria to hear their fellow townsmen, Lester O. Schriver, Aetna Life, speak at the fellowship hour. Miss Margaret Becker, executive secretary of the Illinois and Peoria association, reports that 10 or 12 of the downstate Illinois locals are represented.

### Welcome to the WOLVERINE STATE

When The National Association of Life Underwriters held its last annual convention in Detroit in 1928, Michigan Life was just getting under way, but in those 16 years both your organization and Michigan Life have gone far on the road of progress.

It is particularly appropriate that our company, bearing the name of one of the great states of the union, welcomes you to Detroit and the Wolverine state. We hope that you will visit us at our home office on East Grand Boulevard so we can greet you in person.

### MICHIGAN LIFE INSURANCE COMPANY

2988 EAST GRAND BLVD.

DETROIT

Life-Accident-Health-Hospital I-N-S-U-R-A-N-C-E

1st Day

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# Congratulations to the National Association of Life Underwriters...

Annual meeting time makes it especially appropriate for us to extend our congratulations to all members of the N. A. L. U.—congratulations on a job well done during the past year—congratulations on a gratifying increase in membership. The work you have done in selling war bonds and helping your fellow man plan for his future in these uncertain times merits the highest praise.



# JEFFERSON STANDARD LIFE INSURANCE COMPANY

Julian Price, President

Greensboro, N. C.



## *Sincere Thanks...*

... are extended to all of you of the National Association of Life Underwriters who have co-operated so loyally and effectively with Herbert A. Hedges throughout the period of his presidency of the Association.

Yours is the right to review your achievements of the past with pride and satisfaction ... Yours is the right, both as individuals and as an Association, to face your opportunities and obligations of the future with confidence and enthusiasm.

**EQUITABLE LIFE INSURANCE COMPANY  
OF IOWA**

**Home Office**

**Founded 1867**

**Des Moines**